PERSONAL ANALYSIS *and* DEVELOPMENT

PERSONAL ANALYSIS BUREAU

P. D. PATTERSON

Paul D. Patterson
3 West Union

CLOSED COLLECTION

UNITY LIBRARY & ARCHIVES
Analyzing yourself.
CLOSED BF 636 .A6 P4 v.1
0 0051 0019027 2

Digitized by the Internet Archive
in 2026

https://archive.org/details/analyzingyoursel0001vari

CLOSED COLLECTION

ANALYZING YOURSELF

Volume I

Library of
Personal Analysis
and Development

A Series of Eight Reference Units:

I. Analyzing Yourself
II. Physical Fitness
III. Mental Ability
IV. Building Character
V. Utilizing Time
VI. Working With Others
VII. Speaking Effectively
VIII. Writing Effectively

PERSONAL ANALYSIS BUREAU
CHICAGO

UNITY SCHOOL LIBRARY
Unity Village
Lee's Summit, Missouri 64063

Copyright, 1928, Personal Analysis Bureau, Inc.,
(*Made in U. S. A.*)

BF
656
.A6
P4

CONTENTS

INTRODUCTION

I. KNOWLEDGE AND SELF-KNOWLEDGE 1
No Miracles in Business—Knowledge a Source of Power—Various Kinds of Knowledge — Knowledge of Oneself—Measuring Our Personal Traits—Tests and Other Measurements.

II. RATINGS, REPORTS AND READINGS 12
Program of Procedure—Order of Ratings and Reports — Putting Knowledge into Practice—Your Attitude Toward Self-Analysis.

TEXT UNIT I

I. TWENTY ESSENTIAL TRAITS 25
A Fine Start but Poor Finish—Ruined by One Weak Spot—Brains Without Energy Fail—Success Demands the All-round Man—Traits Required for Success.

II. ARE YOU FIT? 34
Meeting an Emergency—Physical Fitness a Prime Essential—Falling Short Because of Disease—A Picture of the Healthy Man—The Influence of Clothes—The Voice as a Factor in Appearance—Tests of Health and Appearance.

III. HOW DO YOU THINK? 45
Thinking Defined—The Five Elements in Thinking—Tests of Observation, Concentration, Memory, Imagination and Reason.

IV. What Do You Know?..... 68
No Excuse for Ignorance—Three Kinds of Knowledge Essential—Knowledge of Business Practice—Knowledge of Things in General—Knowing How to Tell What You Know—Tests of Knowledge.

V. How Do You Feel?..... 81
An Average Man Who Made Good—The Marks of Ambition—Three Forms of Confidence — Unselfish Loyalty — Enthusiasm Necessary to Leadership—Cheerfulness a Shock-absorber—Tests of Traits of Feeling.

VI. How Do You Act?..... 98
Men Are Measured by Acts—Differences in Types of Will—A Normal Will Shows Balance—Reliability Demanded in All Traits—Energy Is Work Power—Persistence Is Staying Power—Initiative Is Starting Power—Self-control Is Regulating Power.

VII. Interpreting Your Results.....114
Interpreting Scores—Percentile Ranks—Making a Picture out of Figures—All-round Development.

Key to Tests.....124

I

Knowledge and Self-Knowledge

A NUMBER of years ago the freight traffic manager of a big western railroad was surprised to receive a letter from one of the brakemen. It was a request for information. The brakeman was interested in rate questions; he wrote to ask the manager to recommend some good book that would discuss in plain language this very technical subject. He was hungry for knowledge. He wanted to know. And so he asked headquarters.

No wonder the freight traffic manager was surprised. Brakemen are not favored with any too much spare time. Their days are fairly crowded with hard work, and a brakeman who had the desire and could find the time to study a branch of railroad outside his regular round of tasks was a wonder. The very fact that the man was eager to master so difficult a subject was astounding to the traffic manager. He telegraphed, asking the brakeman to come to see him.

Today that brakeman is vice-president of his railroad.

He climbed steadily from a minor clerk-

ship in the freight traffic manager's office to a job as freight solicitor, then to the assistant freight traffic managership, and up through various offices to the vice-presidency, where he is one of the big men of his road and a recognized power in the vast railroad business of the West.

There is nothing miraculous in this man's upward climb. It is the logical result of his curiosity to know facts, coupled with an ambition that pushed him on and on in his search for knowledge. It began not so many years ago, when, in a chance conversation, a rate clerk happened to tell the young brakeman something about the curious little twists and turns in the freight rates. The brakeman immediately asked "Why?"—he wanted to know the *reason* for those differences. The clerk couldn't tell him. So the brakeman started on the search for reasons and that search finally landed him in the vice-president's chair.

No Miracles in Business

And what of the rate clerk? He is still a rate clerk. He knows little more about freight rates today than he did then. It isn't that the rate clerk was unlucky and the other man lucky. There is a basic difference between the two men. One was *eager to learn* and to put his knowledge to use. The other was *satisfied* with what he already knew.

Similar cases are to be found in every line of business. Most of the men at the top began at the bottom and advanced one step at a time, spurred on by curiosity to *know*. That one characteristic brought these men out in front of the great mass who were content to mark time. The brakeman began to bridge the gulf —for it is a gulf—between *big* success and *little* success the moment he wanted to know freight rates.

The freight clerk, you will notice, had a big lead over the brakeman because he was already in line for promotion in the freight department. But no big lead helps a man to win unless he keeps moving ahead. The brakeman moved ahead and over the head of the freight clerk.

There was just one element of apparently good luck in the brakeman's career—the willingness of the traffic manager to assist him in securing the knowledge desired. There are many men in the world today who are genuinely ambitious to rise above their present positions, but they are at a loss to know where to look for the knowledge which they realize is essential for their advancement. It is for men of this sort that these Reference Units and accompanying rating and report service have been planned.

Knowledge a Source of Power

When one begins to look around to see just

what sort of knowledge is going to help him advance most rapidly in his career, he finds that there are three kinds of knowledge he ought to have:

1. He must know *himself.*

2. He must know *business practices, principles, and methods.*

3. He must know *more* than merely himself and his business.

What do we mean by this third point? Let us stop and think about it for just a moment, before we turn to the other two.

In this busy world, every man is sharply competing with others. Oftentimes, the only discoverable difference between his success and others' lesser success, is a little advantage —some knowledge, skill, or interest—of which he has learned to make the most. It may be that this advantage lies in some direction which at first seems to have nothing to do with the day's work. Our brakeman did not *need* to know about freight rates in order to do his regular work. Probably some of his fellow brakemen laughed at him for wasting his time on something so foreign to his daily duties. But it was just that little margin of curiosity which lifted him above them.

Likewise, the business man who knows *more* than his work requires him to know, has a leverage which will lift him above his com-

petitors who lack that extra advantage. If he has made a place in his daily reading for literature, travel, history, economics, or science, he may not be able to tell just *how* that knowledge has helped him; but the chances are that he will have just a little better insight into human nature and the world around him than if he knows nothing but "shop." After all, the human nature of his customers, and the world in which he sells his goods and from which he gets his materials, are as important for him to understand as the goods he makes or sells.

Various Kinds of Knowledge

Or his reading may teach him something new about possible markets he hadn't before thought of, or about the source of his power, or his raw materials, or about the ups and downs of the business cycle, of which he could never learn within the narrow limits of his own daily work. Certain it is, his breadth of culture and interests will bring him contacts with people, give him a new zest for life, and enrich his interests in ways that cannot but make him more successful and happy in his business, his home, and his community. It is for just this reason that one of the ratings we shall make later is on "general" or "cultural" information.

Now a word about the second kind of knowledge—knowledge of the practices and prin-

ciples of business. Scores of helpful books have appeared in recent years, dealing with problems of business and with different special lines of business. These books are to be found in every large library and bookstore. It is usually easier to obtain them than it was for our brakeman to find his books on freight rates. The ambitious man makes a regular place in his schedule for business reading. Through books, periodicals, conventions, expositions, and in other ways, he learns how to grow.

Knowledge of Oneself

But the first of the three kinds of knowledge, knowledge about oneself, is not so easily gleaned from books. This is partly because our understanding of the intricacies of human personality lags far behind our knowledge of the physical world, or even the world of business practices. Still more, however, is it due to one very fundamental fact, the fact that *individuals differ*. No two people are exactly alike in every respect. Each man is a complicated problem all by himself. He can be studied only as an individual. There is no book that will tell us about John Jones, in what respects he surpasses his fellows, and in what respects they surpass him. We can find out only by making a *personal examination* of him.

Now, being as complex as he is, it takes a long and searching examination to find out all

about him. At that, we can find out only about a few of the most important traits that characterize him. We are forced to remain unacquainted with many minor traits. Yet some of the supposedly unimportant facts about him (perhaps the color of his hair, which makes people call him "Carrot-top," which makes him mad, which interferes with his best work when he has to be closely associated with others) may be exercising an unsuspected influence on his success or failure.

This volume points out some of the traits—by no means all—which are found most frequently to be of importance for success or failure. We cannot put our finger on any one and say, "This counts; the rest don't." Sometimes traits do count heavily in one kind of work which are of little significance in another kind. So the best we can do is to select a few of those which are generally worth considering.

Measuring Our Personal Traits

How will you find out how you stand on these traits? It is of little use to ask you to make an estimate of them. The very fact that you have enrolled for this rating service shows that you have some idea of the fallibility of self-appraisals. We all of us *want* to believe the very best about ourselves, and this very desire helps blind us to our shortcomings. Often, we

do not know how to estimate ourselves rightly, even if we wish to. Moreover, we can understand ourselves only by comparing ourselves with others; we need *standards of comparison.*

There are several ways of examining and measuring a person's traits of mind and character. We may watch him at his daily activities, observe how he behaves in different kinds of situations, and notice in what respects he is successful and in what respects he falls short. But this process is cumbersome and inconvenient. We must find some methods which are more practicable.

One way is to take "samples" of a person's behavior,—provide a definite situation, perhaps a problem of some sort—and see just how effectively and how quickly he meets that situation. If we measure the speed or accuracy of his behavior, and compare it with similarly measured samples of other people's behavior to like situations, we have a basis of comparison. We can soon tell whether he is above average or below average in that respect, and how much. This method is commonly called *testing.* It is a good method when skillfully and accurately used, but it takes an examiner who is highly trained technically to do it. If it is done by an amateur, it may be worth nothing. Likewise, it takes a good deal of skill to know what the results mean and do not mean

after they have been obtained. In fact, interpreting test results is a more difficult task than giving a test. But some tests have been carefully enough standardized so they do give us a fair understanding of a person in certain respects—not by any means a perfect understanding, but better than we could get in any other way.

Tests and Other Measurements

But for many personal traits it is not easy to construct a good test. So we have to use other methods. One way is to prepare a carefully worded, searching list of questions or problems or exercises, calling into play some particular trait or traits, and by studying one's answers, judge how he rates on the trait in question.

Still another way is to obtain, in as systematic fashion and precise terms as possible, the opinions of friends who know one well, as to the extent to which they think he manifests the trait being studied. This is often called the *rating method;* although the word "rating" is often used in a broader sense, for any sort of personal measurement, whether by test, questionnaire, or estimate by a friend.

It is in this broader sense that we shall, in this Personal Analysis service, use the term "Rating." It will designate any basis, whether test, question list, problem-exercise, self-estimate, or estimate by an associate, by which we

attempt to compare you with other people and tell you how you stand with respect to them. Several of the tests we shall use are those actually being used by large business houses in selecting the most suitable employees. At one time or another we shall make use of all the different methods we have described, whichever one has been found most suitable for the trait being considered.

We shall use the term "Report" to refer to the information which we give you as to your standing on the rating which has been made. We cannot undertake to tell you in exactly what occupation you would succeed, or exactly what you should do to advance in your chosen occupation. If anyone pretends to have a "sure-fire" methods of sizing up people and shunting them into particular careers, he is a good person to beware of. The task is too intricate and too much complicated by outside considerations to be so easily accomplished.

We can, however, tell you what has been learned about the practical significance of a high rating, a low rating, or an average rating on a given test, for various occupations. How this will affect your likelihood of success, you yourself must decide in the light of external circumstances (which may be beyond your control). These circumstances include your ratings on other important traits—physical,

mental, and social—the specialized and the general knowledge and skill you have or can acquire, and finally the strength of the motive power which impels you to develop and capitalize your resources. After all, we must fall back on common sense to give the right interpretation to our scientific measurements.

II

Ratings, Reports and Readings

There are three main parts in this program of Personal Analysis and Development; its "Three R's":

1. *Ratings*—a systematic, carefully planned series, carried on by means of tests, exercises and questionnaires, made out by you as directed and sent in for scoring, interpretation and report.

2. *Reports*—carefully prepared and sent back to you, explaining as clearly and fully as possible the results of the ratings and their practical meaning for you.

3. *Readings*—in the eight Units of the Library of Personal Analysis and Development, which are designed to do two things:

   a. To instruct you in the method of making some of the ratings; instructions for the rest will be given you separately.

   b. To give you concrete suggestions on self-improvement in those respects in which you prove to be weakest, and the utilization of those in which you are stronger.

In fact, one might perhaps add a fourth

"R"—call it "Remedy," "Reconstruction," "Refinement," "Reform," or what you will.

These various kinds of activity are to be carried out in a definite order. This has been so planned as to be most profitable and effective. This order will be outlined to you in the introductory Letter of Instruction. In general, the order is that suggested in the preceding paragraphs—making the rating, sending it in, receiving and studying the report based upon it, reading the Unit bearing upon the subject, and finally, in the light of the rating-reports and your reading, making out and putting into effect as intelligent a plan for developing yourself in the direction of greater efficiency, as you can.

Program of Procedure

This order will not be followed rigidly. There are several more reports than there are Reference Units. Hence, at times, more than one rating will be sent in in connection with the reading of a Unit.

The titles of the eight volumes in order are:

I. Analyzing Yourself.
II. Physical Fitness.
III. Mental Ability.
IV. Building Character.
V. Utilizing Time.
VI. Working With Others.
VII. Speaking Effectively.
VIII. Writing Effectively.

The program laid out for you follows this general order.

Order of Ratings and Reports

You will first be called upon to make a "preliminary survey" of yourself, using the volume you now hold in your hand as a guide. Then you turn attention to your *physical* resources, with reading and suggestions appropriate thereto. Next are considered your *mental* resources, with a number of tests of your ability and information in important fields, and readings referring to these abilities. Next you consider your *social* resources, your traits of character and personality which are of social importance as they impress both yourself and others, as well as your various interests. The important question of your use of the 24 hours of the day is then considered. Finally, comes the problem of "Working With Others," understanding them and appraising them.

These volumes are designed to be not only read but *studied*. A great deal of valuable information and advice is boiled down into small compass. The same is true of the Reports which will be sent you concerning your Ratings. They should not only be carefully read, but they should be preserved and studied from time to time. Your realization of their meaning will probably increase as you pro-

ceed with your reading, reflection, and self-improvement exercises.

Most important of all will be the efforts you make to put into practice the information and suggestions given you. Your efforts should, first of all, be *planned*. Your plans should be carefully worked out, with due consideration to their practicability. A plan which is beautiful and systematic but unworkable is worthless. Your plan should not be so sweeping and revolutionary that you will wear yourself out trying to remember each moment what to do and what not to do. Nor should it be so trivial that you will feel that practice is unimportant.

Putting Knowledge Into Practice

Remember too that it takes *time* to reorganize your habits and to replace poor ones by better ones. So do not be in too much of a hurry to dash on from one Unit or one Rating to the next. When you receive a Report or read a volume, let it "soak in." Spread out this course over several months and work it into your daily program, and it will be worth far more to you.

Now, a word about the Reports you will receive on your Ratings. In some cases, you may be disappointed at what you are told. You should expect it. A sensible man does not spend his time, money, and energies merely to

obtain flattering comments, although a foolish person often does so. A wise man realizes that the truth about himself, like a surgical operation, is often painful; but that he will be far better off for having gone through with it. It puts him in line to overcome his handicaps, and to capitalize his personal resources, while the man who would rather "kid himself along" reposes in a comfortable rut. One is tempted to remark that a rut, even a comfortable one, is not always the *safest* place to repose.

Your Attitude Toward Self-Analysis

The fact that you have signed up for this "surgical operation" implies that you seriously desire to know the truth about yourself. If you score lower on some of the tests or ratings than you think you should, it may mean you have been "kidding yourself along." Above all, do not let yourself become discouraged. Face the facts, be they pleasant or unpleasant, with a cool, analytical attitude. Do not let a "feeling of inferiority" wreck your happiness and efficiency, nor a "feeling of superiority" make you intolerable to your associates. There are few people indeed who have so many or so serious weaknesses of personality that they are foreordained to failure. There is almost always some trait or traits capable of being developed to a high degree

of usefulness, or being effectively capitalized, if not in the occupation now engaged in, then in some other.

If the defect is too great a handicap to be overcome without an undue expenditure of time and energy, one is better off to know about it, and to redirect his ambitions into a more promising career. But there is almost always a very real possibility of strengthening one's weak traits, if one sees them and plans his self-improvement wisely.

One final word. There are a good many so-called "inspirational" writers and lecturers who make the mistake of minimizing obstacles and magnifying "power of will" out of all proportion to the actual facts. There is just enough of an element of truth in these claims to make them dangerous when they are unduly exaggerated. "You *Can* If You *Will!*" is their loudly-voiced exhortation. Do not let yourself be misled by such exhortations. It is true that most people have more power than they realize until they are forced to use it to the utmost. But it is equally true that there *are* some obstacles, either in our own inherent nature, or in the circumstances that surround us, which are unsurmountable by even the strongest will. Failure to recognize this fact brings wasted effort, disillusionment and suffering. It may be as disastrous to overestimate

your powers as it is foolish to underestimate them. Be neither an "incurable optimist" nor a "hopeless pessimist." Spare no effort to get at the *exact truth* about yourself, your work, your circumstances. Seek to recognize fairly and accurately both your capacities and your limitations. Let the facts, not your fancies, be your guide.

Taking Your Own Measure

THE man who can honestly say that he *knows himself* possesses a priceless advantage which should save years of his life in winning business advancement.

He sees what work he is fitted to do and for what he is unfitted.

He sees (usually for the first time) *why* he stands well or fails to stand well with the house and with his associates. He sees why he is chosen or passed over when more responsible and better-paid duties are being assigned.

He sees, as if he were looking into a mirror, his own points of strength and points of weakness; and here and there he sees chances to strengthen, with very little effort, his *business personality*.

You are perhaps convinced that you are already fairly well acquainted with yourself. Most men have that idea; in 99 per cent of the cases it is a wrong idea.

This first study-unit of the reading course on Personal Analysis and Development, and the tests which it includes and which constitute Rating No. 1, are planned as an "eye-opener." They should begin to reveal much to you that you have not realized before. At the

same time, they are only preliminary to the supplementary, more searching ratings which come later. But they will do several things for you.

1. They will give you a first bird's eye view of the high spots and low spots in your make-up.

2. They will give you preliminary training for making the tests and ratings which come later.

3. They will start you searching for the best way to capitalize your particular strengths and remedy your weaknesses.

You are first to give yourself the twenty brief tests described in this volume. When you get through taking your own measure, you will have the results down on paper, in black and white, where you cannot get away from them.

Then you will read the instructions for Rating No. 1 on the envelope sent you, which give you directions for sending in the results for examination and report. After they have been examined, you will receive Report No. 1, giving information about the significance of each of your twenty ratings. You will be told in which ones you surpass other people who have taken these

tests and how much, and in which ones you fall below and how far below. In this way you will know the real significance of the twenty percentage ratings.

There could not be a more interesting job. Also, it is likely to prove in the long run about the most profitable job you have undertaken.

However, a word of warning belongs here. It will be neither interesting nor profitable *unless you follow directions exactly*. This is equally true of the later ratings.

This is not an ordinary book to be read through at a sitting. It is in reality *an examination of yourself by yourself.* The text contains such supplementary explanations and comments as are required.

You should have a watch or clock and a pencil at hand, for you will be called upon to time yourself on certain tests and to jot down your answers to a great many questions. Don't hesitate to mark the pages; it is intended that they should be marked.

Don't sidestep any of the questions. Answer them honestly and look all the facts in the face. To do so will mean *growth and a long step toward greater success and happiness.*

I

Twenty Essential Traits

ONE of the most likable young fellows that ever worked in our office was Jerry Donahue. Jerry had the title of shipping clerk, but he could make himself at home at any desk in the office. If any man was overloaded with work, he had only to mention his troubles to Jerry in order to get a prompt offer of assistance. Many an evening, after a hard day at his own job, Jerry came back to the office in order to help some one. In at least half the cases, the overloaded one was a loafer, and Jerry knew he was being imposed upon; but he helped cheerfully, nevertheless.

Happy, witty, brotherly Jerry! Of course, everybody around the shop liked him.

And Jerry was certainly no fool when it came to getting ideas about his own job. For instance:

A customer in southern Alabama sent us a big order which was accompanied, through some clerical error, with shipping directions that would have sent the goods at least 500 miles out of the straight route. The delayed delivery would undoubtedly have caused the goods to be refused.

Everybody in the sales and order departments, from the two managers down, looked over the papers and failed to catch the error.

A Fine Start but Poor Finish

Finally, just as the shipment was about to be made, Jerry, the shipping clerk, who was still green at his job and not supposed to know the difference between one railroad and another, had a "hunch" that something was wrong. He looked on the map and his hunch deepened into a suspicion. He telephoned to two or three railroad offices for information that he did not have at hand, and his suspicions grew into a certainty. Then he walked into the sales manager's office, told his story and asked for instructions. At first glance the sales manager had sized Jerry up as a "fresh young Irishman," and he listened skeptically. However, he soon had to admit that Jerry knew what he was talking about. After an exchange of telegrams with the Alabama customer, the shipping instructions were changed.

"Donahue," said the sales manager, "you have probably saved the company from a thousand dollar loss on this shipment. I am going to write a special note to the general manager and tell him to keep his eye on you."

Nobody ever could have looked for a better start than that in any company.

Yet within a year, Jerry had been "fired."

That was about ten years ago. Since then he has jumped from one small job to another, year after year, and probably gets no better salary now than when he was with us. Obviously, Jerry isn't a pronounced success.

Why?

Because he had one weak spot in his character; he was *unreliable*. For example, if you went over his shipping records, you were likely to find numerous errors. Again, if you listened to his talk, you were likely to hear exaggerated statements—no malicious or intentional falsehoods, but statements that were inaccurate, nevertheless. If you asked him to do a certain thing by three o'clock in the afternoon, he might appear at one o'clock or he might appear at five; you couldn't count on him definitely and surely.

Ruined by One Weak Spot

Therein lay the whole trouble with Jerry Donahue. He was bright, cheery, energetic and enthusiastic, but he had this one fault, unreliability. He might have been able to overcome the fault, but he never seemed to grasp its importance. And so, in spite of our liking for him, there was nothing to do but to let him go. Where could he be used? In what business position is a man wanted, who is inaccurate, unpunctual and given to untrustworthy statements?

Then there was the case of Huntington MacPherson—also a "find"—a university graduate who had been in business several years and had enjoyed a good, all-round training; a big-bodied, broad-shouldered, affable chap whom everybody instinctively admired and liked. He had brains, too, and command of language. In fact, he was taken into the office, in the first place, because of the excellence of a report that he had been engaged to draw up. By the end of his first week, it was said around the office, half-jokingly, that the general manager would have to sit tight to hold his job if Mac stayed with us.

Brains without Energy Fail

The sad truth is that MacPherson lasted only a little over two months, and nobody mourned his departure. After the stimulating effect of his new job had worn off, MacPherson's fatal defect came to light—*he was lazy*. In his big, stout, handsome body there wasn't a spark of real energy. He could "dawdle" for hours over some pitiful little office-boy job. He would spend a good ten minutes in filling and lighting his pipe.

The comedy of the situation lay in the fact that MacPherson seriously considered himself a hard worker. He often spent a whole day fumbling over papers on his desk, and

sighed heavily when he explained at home that he was too tired from his strenuous labors to do anything in the evening.

Why do men fail to make good in business? Why is it that so many climb laboriously half way toward success and then stick, unable to take another step ahead?

One answer almost always tells the story. In nearly every case there is something missing in the man himself. Usually he doesn't know what is wrong, but considers himself the victim of "circumstances."

Success Demands the All-round Man

Few people seem to realize that business success, today, comes only to all-round men. A one-sided, unbalanced genius may achieve wonderful results as an artist or author. Even in the professions a man may be lacking in certain qualities of character and yet may work his way to the front.

But strength—all-round strength of body, mind and character—is required of those men who expect to stay in the business game and succeed. To be sure, a man will not necessarily be equally strong on all points; but he will be moderately strong at every point with a surplus of strength on several.

What are the qualities or traits which are necessary for business success? There is little room here for serious difference of opinion.

Traits Required for Success

The world's manufacturing kings and merchant princes insist upon certain qualities. Scientists, too, have studied the human mind and have classified its important traits. There are many hair-line distinctions in the words that are used by various people in describing the success qualities; but these are unimportant. The list on the opposite page has been made up after long study and consultation of many authorities. The traits it includes are those necessary to every successful business and professional man.

These traits are grouped under five main heads and are twenty in number.

This list, as you see it here, probably means little to you. If you were asked to check yourself up, with the list in front of you, and find out whether you are especially weak or strong on concentration or business knowledge or initiative or any of the other traits, it is not likely that you could make a very accurate report. It is doubtful if one man out of 10,000 has made any serious effort to analyze himself or knows how to do so.

Yet that is the sensible, necessary thing to do if you are to get definite knowledge of your own strength and weakness in order that you may plan and build solidly and enduringly for business success.

TRAITS REQUIRED FOR SUCCESS

I. Physique	1. Health 2. Appearance
II. Mental Ability	3. Observation 4. Concentration 5. Memory 6. Imagination 7. Reasoning
III. Knowledge	8. General 9. Business 10. Expression
IV. Disposition	11. Ambition 12. Confidence 13. Loyalty 14. Enthusiasm 15. Cheerfulness
V. Action	16. Reliability 17. Energy 18. Persistence 19. Initiative 20. Self-control

In the pages that follow you will find a discussion of the twenty traits and a series of tests which will enable you to rate yourself with fair accuracy. It is of great importance that you give yourself each one of these tests carefully and follow directions with absolute accuracy. Have a watch or a clock in front of you, for there is a time limit that must be observed in many of the tests; guesswork will not do. Just so far as possible the questions in each test relate, not to matters of opinion, but to matters of fact on which you can readily check yourself up. It may not be possible in all cases to grade yourself accurately; but, at any rate, these tests give you a real opportunity to form a fairly good judgment of yourself with respect to each of the traits.

There are several questions on each trait, and a maximum percentage allowed on each question; the sum of these makes 100 per cent for that particular trait. But, you will probably not be able to give yourself the maximum per cent on any question. On some of them you will be just, perhaps, if you allow yourself nothing. Think carefully before you put down your percentage and you will not be far out of the way in your results. And, before summing up your totals at the end of the test, it may be well to review and make any corrections which may seem necessary.

Finally, after you have read this Unit and rated yourself on these twenty traits, you will fill out and send in a summary as directed. We will then report to you just how you stand, with respect to each of these twenty ratings, in comparison with other business and professional men who have rated themselves in the same way. After receiving this report, you can fill out the Personality Chart printed on page 122 of this book. You will then have a clear-cut, graphic picture of yourself, which you can use as a guide in strengthening your weaknesses and utilizing your strong points.

II

Are You Fit?

EARLY in his career Thomas A. Edison received an order for an electric mechanism designed to print stock quotations. Thirty thousand dollars worth of instruments were contracted for. When delivered from the shop it was found that for some unknown reason the "printer" failed to work. Yet the instruments had to be completed within a given time or the contract would be void.

Edison took up this emergency task in a characteristic way. He had the defective instruments brought to his laboratory, summoned his mechanics and other helpers, locked the door and said: "Now, boys, let's get busy; we don't go out of here until this work is done!"

Meeting an Emergency

There was no complaint, not even a murmur. They fell to work, and continued at it for *sixty consecutive hours,* stopping only long enough to take food. As for Edison, he did not waste a single moment in rest or sleep. At the end of the long task the instruments were in working order. The "Wizard" then went to bed and recuperated his strength by a sleep of thirty-six hours.

What supernormal power did the great inventor possess that enabled him to perform such an extraordinary feat? Wherein is the secret? There is no secret; he did it purely by reason of his fine physique plus determination. The whole world marvels at Edison's inventive genius. Every one knows of his wonderful intellect; but not so many are aware that he has an iron constitution. He is robust, strong, active, healthy; and often works twenty hours out of the twenty-four.

Physical Fitness a Prime Essential

What is such a physique worth as a business asset? The truth is that health is a man's greatest asset, either in business or in the professions. Any disease, whether temporary or chronic, diminishes a man's efficiency to some degree. A lame horse may be able to do a certain amount of work; but he cannot equal a sound horse.

Some one may be tempted to say: "Oh, give me a fine mind and I'll get there; no matter about my body. In business, brains count for more than beef—unless you are a furniture-mover."

But, you haven't observed carefully, if that is what you think. Just look over the list of business men who have arrived—men who are "captains of industry"—and notice how few of them were weaklings physically. True,

some of them *became* weak and ill and died fairly young; but before that they had accomplished wonders. And they would not have suffered physical deterioration if they had cared for their bodies in a sane manner.

For you, then, who hope to remain in business and accomplish worth-while things, there are two essential traits of physique to be considered: *Health and Appearance.*

Of these health is undoubtedly the more important, for appearance is dependent, in part, upon health. It was Emerson who said: "Physical exuberance—a strong heart and bounding pulse—these are the basis of the powers that make men great. In the last analysis great achievement rests on perfect health."

Falling Short Because of Disease

It is not always easily possible to determine the state of one's own health. Sometimes there is disease or derangement of organs unrecognized. One man never saw the stars, except the very brightest, and he was not aware of his defect until spectacles "opened his eyes." Many excessively nervous folk are entirely unconscious of their condition. But, as a rule, we know when disease of any kind affects our system although we may not know how far short of an efficient life we fall because of an unhealthy physique.

Three factors enter into the making of perfect health, so far as general bodily condition is concerned, and these are: *good breathing, good blood circulation, good digestion of food.* Are you blessed with these conditions? If so, you will fit into this description:

A Picture of the Healthy Man

When you awaken in the morning you thank God that you are alive to do your full share of the world's work that day. You jump out of bed and stretch your limbs and breathe a few gallons of fresh air with joy. You walk briskly, with firm tread and head up. You breathe easily and deeply. The blood runs red through your veins and carries ample warmth and comfort. Your skin is ruddy and clean; the sweat glands keep it cooled in hot weather and always pliable. Your food never bothers; you never hear from your stomach except as it signals for more supplies. You are buoyant, exuberant; overflowing with energy, vim, vitality, hope, faith, courage, sympathy, ambition, cheerfulness. You do your work happily, thoughtfully, gladly. You lie down to sleep at night with a clean conscience and gratitude for having *lived.* You throw care and worry and fret and business out of the window and sail, at once, upon the sea of dreamless sleep for a new supply of energy. Is that your picture?

NOTE: *The tests which you are now to give yourself on the twenty traits are to be taken seriously and earnestly. Read each question twice and be sure that you understand its full meaning. Be unsparing in your criticism of yourself. Try to stand apart from yourself as though it were a second party examining you. In this case you will serve yourself best by making your ratings conservatively low rather than as high as you would like. Answer each question before proceeding to the next. Write the percentage rating on which you have decided in the appropriate blank after each question. When you complete the entire test, add up your ratings and record the total as directed. When you have done that, go on to the next test but not until then.*

TEST OF HEALTH

1. How many colds have you had during the past year? If none, credit yourself 15 per cent. Deduct 2 per cent for each week, during the year, in which you have had a cold.

Rating on No. 1..... ——%

2. Have you any chronic ailment? If none, credit yourself 40 per cent, but be sure that you cannot find even the slightest trace of an ailment before you give yourself so high a rating. Following are suggested deductions to be made for chronic and severe cases of a few common ailments, which will guide you in rating yourself. There are many others not mentioned. Use your own judgment as to the seriousness of your ailment.

If you have

Constipation, deduct 5%
Decayed teeth, deduct..... 5%
Dyspepsia, deduct 10%
Excessive nervousness, deduct...10%
Headache (chronic), deduct.... 5%
Heart trouble, deduct 10%

Lung trouble, deduct..... 5%
Poor eyesight, deduct 5%
Rheumatism, deduct 5%
Venereal disease, deduct.....20%
Rating on No. 2..... —%

3. Is your general health and strength in such condition that you could work for thirty-six hours without let-up except for food, and do you *feel* that you have the endurance for such a task? If you do feel that way, credit 10 per cent. If you feel that you could not go the time mentioned, rate yourself accordingly.
Rating on No. 3..... —%

4. Do you habitually use alcoholic drinks, tobacco or any drug? If never, credit yourself 20 per cent. If you take a drink at intrequent intervals, you need not mark yourself down. If you use any of the things mentioned to excess or if you have any unfavorable reactions from their use, mark yourself down from the 20 per cent according to the harm you think you suffer. You will need to be very critical of yourself in rating on this question.
Rating on No. 4..... —%

5. Do you feel fresh and vigorous in the morning when you get out of bed, or do you have a coated tongue and feel languid and heavy? This question is worth 15 per cent. Make deductions from this allowance as your judgment dictates.
Rating on No. 5..... —%

Total Rating on Health..... —%

Now you have a fairly clear idea of what your health percentage is. If your rating is exceptionally high, you may hope to emulate the example of the late Henry M. Flagler,

one of the Standard Oil magnates. At an age when most men would have retired he started, practically single-handed, to build a railroad from St. Augustine to Key West. It was a distance of almost 600 miles through a country in which many difficult engineering problems had to be solved. But he carried the venture through to completion, built a string of hotels and opened up an immense country to development. Will you be able to accomplish as much when you are 70 or 80 years of age?

The Influence of Clothes

"I do not believe a man can be a Christian with only one suspender on, with his shoes down at the heels, with his elbows out, or with grease spots on his clothes," said Booker T. Washington in one of his talks. He was a keen observer of men and constantly impressed upon his race the necessity for making a good appearance.

Business demands in a man not only health and vitality, but wholesome *appearance*. That includes not merely his clothing; but also his face and hands, his manner, walk and voice. Each of these elements of appearance influences the man himself and those who come in contact with him; and they go a long way toward determining his success or failure. While it is true that clothes do not *make* the man, yet they do *show* the man and his degree of self-respect.

When is a man well-dressed? The only reply is that a man is well-dressed when his clothes are adapted to and are harmonious with the work he has to do. The man working at a lathe or in a foundry cannot wear the same sort of garments as are worn by a clerk, bookkeeper, salesman, lawyer or doctor.

There are, however, three things that should be observed in the clothes of a business man, viz., they must be clean, in good condition and in good taste. Unfortunately, some people do not seem able to exercise good taste in the selection of ties, shirts and suits that will harmonize. Perhaps one reason for that is a lack of observation—a trait on which you will later appraise yourself.

The Voice as a Factor of Appearance

The voice, as a factor of appearance (speaking of it in the broadest sense) exercises tremendous influence on those with whom you are conversing. A salesman went into the office of the vice-president of a company that was in the market for a big stock of paper. After a strenuous attempt to land the order he came out without it. Why? Let the vice-president answer: "If that fellow had had sense enough to realize that there were other men in the office, trying to work, and had spoken in a low even tone instead of shouting and pounding his fist on the desk, he might

have made a $10,000 sale." He lost largely because of one little thing—the tone of his voice—and *tone* is frequently the winning or losing quality.

Possibly you never realized before that your voice could be so important. Is it high-pitched or low, is it hard or soft, rough or smooth, discordant or musical? Is it clear and distinct? Is your enunciation good? How often do you have to repeat what you say? Do you realize that loudness is not necessary in a voice unless there is a great noise around you? He who accomplishes most with his voice speaks in a low, clear, *controlled* manner.

These characteristics of appearance have important bearing on any man's business career, and a failure to observe any one of them may retard progress considerably. An executive's interviews with men seeking jobs, making requests or attempting sales frequently last only a few minutes. During that time the appearance of the man goes a long way in determining the result.

Test of Appearance

NOTE: *Some of the questions that follow apply specifically to men working in offices or stores, or where they are not called upon to handle dusty or dirty articles. If you are working under other conditions than those just stated, you are entitled, in grading yourself, to make full allowance for those conditions.*

1. Do you *carry yourself* well in standing and walking—erect, head up, chin in, shoulders squared, chest up, step firm? Credit 10 per cent. If you have drooping head, round shoulders, flat chest, protruding stomach, uncertain walk, credit yourself not more than 4 per cent. Use your judgment on intermediate grades.

Rating on No. 1..... —%

2. During business interviews, do you sit in an easy yet dignified *posture,* well back in chair, body erect (except when you are leaning forward to give emphasis to a statement), feet and hands in easy position? Credit 10 per cent. Mark yourself down 1 to 5 per cent for such lapses as the following: sitting on the edge of the chair, slouching, keeping your hands in your pockets, peering into the face of the man you are addressing.

Rating on No. 2..... —%

3. Are your clothes always in *good taste?* Credit 10 per cent. Mark yourself down 1 to 5 per cent for such lapses as the following: loud colors in clothing, neckties and socks, inharmonious combinations of colors, flashy patterns and extreme styles.

Rating on No. 3..... —%

4. Are your clothes always in *good condition?* Credit 10 per cent. Mark yourself down 1 to 5 per cent for such lapses as the following: rips, tears, missing buttons, baggy trousers, frayed edges, coat and vest wrinkled for lack of recent pressing.

Rating on No. 4..... —%

5. Are your clothes always *neat?* Credit 10 per cent. Mark yourself down 1 to 5 per cent for such lapses as the following: hat and clothing not brushed, dirty collar, shoes unblacked, grease spots.

Rating on No. 5..... —%

6. Do you keep your *face clean and unblemished?* Credit 10 per cent. Mark yourself down 1 to 5 per cent for such lapses as the following: neglect to shave regularly, unbrushed hair, blackheads and pimples.

Rating on No. 6..... ——%

7. Do you keep your *hands clean and well-groomed?* Credit 10 per cent. Mark yourself down 1 to 5 per cent for such lapses as the following: nails dirty or too long, fingers yellow with tobacco stains, hands only partially clean.

Rating on No. 7..... ——%

8. Do you keep your *teeth in good condition?* Credit 10 per cent. Mark yourself down severely if you have decayed teeth or do not brush them every day.

Rating on No. 8..... ——%

9. Is your *voice well-pitched?* Credit 10 per cent. Mark yourself down 1 to 5 per cent if it is your habit to talk loudly, gruffly, harshly, or in a guttural or nasal tone.

Rating on No. 9..... ——%

10. Do you *speak distinctly?* Credit 10 per cent. Mark yourself down 1 to 5 per cent if you talk too low or do not open your mouth enough for the words to come out.

Rating on No. 10..... ——%

Total Rating on Appearance..... ... %

III

How Do You Think?

"IT is the same everywhere; let the business be making matches or making an empire, creating poems or creating industries, serving behind the counter or serving the state, the original man, the thinker, always wins."

Are you a thinker? Thinking includes putting your mind on a difficult problem, observing all the facts connected with it, comparing them, selecting the vital ones, drawing a conclusion, and testing it out to see if you have the correct solution.

Thinking Defined

Has it ever occurred to you that most of us think very little. When a problem demands an answer, we ask somebody who knows or we consult a book. In these cases the necessity for first-hand thinking is eliminated.

Nearly all of our work is routine—the same thing over and over—and we have become so accustomed to it that we perform it automatically as a result of habits. When a new problem comes up that requires real thinking most people usually say, "Well, I can't be bothered trying to 'dope out' that thing myself—it's beyond me," and contentedly leave the problem unsolved.

If real thinking is so scarce, how about its *sureness?*

Some years ago a cantilever bridge was in process of construction across the St. Lawrence at Quebec. The opposite ends were being built independently; but before they were close enough to be joined, one-half of the immense structure went down with a crash, drowning scores of workmen. What was the trouble? There were no flaws in the steel, the workmanship was perfect; but some one had made a mistake in the tables by which the strains and stresses were computed.

Contrast this record with that of the great bridge across East River, New York, built for the New Haven Railroad. When the piece of steel that formed the connecting link at the top of the great arch was put in place it fitted perfectly.

There are men who know how to think problems through to a finish. They are sure of their results—so sure that others will stake their lives and money on them.

Many concerns today formulate plans for a five or ten-year period. Indeed, the big city telephone companies have some department plans worked out twenty-five years ahead.

The men who make those plans must not only be quite sure of their knowledge, but also accurate thinkers. Their faculty of ob-

servation is well-developed. They are able to concentrate steadily. Their memory is reliable and stored with useful knowledge. Their imagination looks far into the future. They do not guess; they reason.

Here, then, are the five elements in thinking:

Observation.
Concentration.
Memory.
Imagination.
Reason.

The faculty through which we get most of our knowledge is *observation,* and the failure to use it accounts, in large part, for poor memory, meager imagination and bad judgments. All of us *look at* many things; but most of us really *see* only a few.

Observation

How about your own powers of observation? Try these simple tests without grading yourself on them. Are the numerals on your watch face like these: 2, 6, 9, or like these: II, VI, IX? If they are the latter, does the V in VI point in or out? How many buttons on your overcoat? On which side of a woman's coat are the buttons? How many panes of glass are in a window in your bedroom? What is the arrangement of the black and white keys on a piano? How many makes of automobiles can you recognize at a glance?

Possibly it may not be quite fair to conclude that because you have not noticed all these things you are unobservant. The real test for power of observation is to ascertain whether you observe the things that directly concern you. You may have no taste for music, so why should you observe the arrangement of the keys on a piano? If you don't care whether an automobile is a Ford or a Packard, then, of course, you won't notice the difference between them.

But if you do not notice the things that are important in *your own trade* or *business,* then your observation does need training. All progress in efficiency is based on exact knowledge and its sensible application. We get knowledge from investigation, study and observation. It is quite necessary that you be able to observe with quick attention and get your impressions accurately if you desire to obtain the largest possible number of reliable facts about the world outside of you.

NOTE: *Very important and interesting tests are to be given you in this and the succeeding chapters. Their value depends on your following directions exactly. When a time limit is set, keep within it. When your time is to be recorded, observe it accurately. Do not look forward in the book except as instructed; then look only at the answer or directions relating to the question you are working on. Work rapidly.*

Test of Observation

1. As soon as you finish this paragraph, look at the pictures on pages 66 and 67. Something is wrong or missing in each. What is it? Write your answers on the right lines below; then, after completing the entire test of observation, turn to page 124 for the correct answers and grade yourself. Credit 5 per cent for each answer you have right and 3 per cent for each partly correct answer. Time limit is *ninety* seconds for the observation.

Wrong or Missing Element.	Rating.
No. 1.....	%
No. 2.....	%
No. 3.....	%
No. 4.....	%
No. 5.....	%

Total Rating on No. 1..... —%

2. Here is a paragraph in which there are errors in spelling, spacing and punctuation. Read the paragraph *once,* and, as you read, cross out the letters and spaces or other characters that are wrong or omitted—like this:

Ge/rge W/shing/ton was the father of his co/ntry.

Time allowance, *thirty* seconds. Begin *now.*

"We must turn noshort cornars in comercial Trans actions. Evry scrapof paper must stanb the asid test of integraty. We mus do busnes with a six teem-ounce pound an a thrity-six-incb yard stich. Thare must be not substetute of gradas."

After completing the whole observation test, turn to page 125 and find the paragraph with the mistakes crossed out and also a correct paragraph. Then grade yourself. Credit 1 per cent for each correct marking you made and deduct 2 per cent for each cross-out you made where there is no error. Maximum credit allowed is 25 per cent.

Rating on No. 2..... —%

3. At the end of this paragraph you will be told to turn to a certain page. On that page is a signature. You are to look at it *ten seconds,* then turn to another page (as directed above the signature), where you will find ten signatures. Five are duplicates of the one you saw first, the others are imitations. Mark the five which you think are *duplicates,* then compare them with the original. Credit 5 per cent for each one you mark correctly. Time allowed, *thirty* seconds.

Now turn to page 80.

Rating on No. 3..... —%

4. On page 85 are ten photographs. Study them thirty seconds. Then turn to the page specified under the photographs and you will find another group of ten photographs. Five of these are duplicates of five which you saw on page 85. Mark down, on a sheet of paper, the numbers of the photographs which you think are duplicates of five on the first page. Allow only thirty seconds for choosing the duplicates. Verify your choice by referring back to the originals. Be careful not to mark in any way either page on which the photographs appear. Credit 5 per cent for each duplicate you mark and deduct 2 per cent for each mistake you make. Maximum credit 25 per cent.

Rating on No. 4..... —%

Total Rating on Observation ..... —%

These tests give you a fairly accurate idea of the quickness and reliability of your powers of observation. But, of course, there still remains the question of whether or not you *use* your observation. This is determined by your ability to *concentrate* on the task in front of you. Can you do it?

Concentration

In shooting at a target, you aim at the bull's-eye. If the mind of the marksman is busied with other things when he points his gun, it is more than likely that he will hit nowhere near the target.

Concentration may be compared to the aiming of a gun. It is fixing the mind steadily on one definite point or problem or job. It means shutting out all thoughts foreign to the one thing you are trying to do.

Scattering thought is generally responsible for poor thinking. Great business executives are able to accomplish an enormous amount of work largely because they have learned to concentrate instantly on each problem or task.

You can form some idea of your power of concentration by stopping for a moment and asking yourself these questions:

Do I work at my desk, or elsewhere, steadily and without allowing myself to be distracted when people are talking near me, telephone bells are ringing, persons are moving about, and with noises of all kinds near at hand?

When I sit down in the evening for study, do I usually go through the hour without allowing my mind to wander from the subject, or do I suddenly realize once in a while, that my thought has wandered to something entirely different?

Those questions indicate somewhat the lines along which you should develop yourself.

The following tests will enable you to size up your ability to concentrate while doing mental work.

Test of Concentration

1. Count the dots in the figure below, allowing not more than thirty seconds. Do not point to them with any object and count them only once.

How many..... ? ____

Maximum credit, 25 per cent, after reading directions on page 126.

Rating on No. 1..... ____%

2. This test has two parts.

First: Add as rapidly as you can the table of figures printed immediately below, and make a record of the number of seconds required. Have your watch or clock directly in front of you and time yourself accurately. Do not stop to verify your addition.

2 8 1 1 4 3

3 6 7 2 8 9

2 2 8 9 7 7

5 7 6 8 1 4

5 4 8 7 9 6

3 2 5 1 6 8

6 3 5 5 4 4

8 2 3 4 9 2

5 2 7 6 3 9

Total.....

Seconds required.....

Second: Here is another table of figures, and beside it 18 letters of the alphabet. Do not examine the letters. You are to *add* the figures and, at the *same time,* cross out the letters in *alphabetic order.* Cross out *three* letters as you add each column of figures. Note the time when you start and at the finish.

1 8 2 5 6 4	G B C
6 3 4 1 8 2	P M D
5 8 3 6 2 8	
4 3 2 2 9 7	E J K
9 4 5 7 8 1	R F N
6 2 5 4 7 9	
7 4 3 2 1 6	O A I
1 6 8 2 4 9	L Q H
8 9 5 9 2 3	

Seconds required.....

Now turn to page 127 for directions as to grading yourself.

Rating on No. 2..... —%

3. On this page you will find a jumble of letters. The moment you see them, begin with the first line and mark out every A in regular order. Work rapidly, and you must not go back to mark out any that you skipped. Time yourself accurately.

OYKFIUDBHTAGDAACDIXAMRPAGQ
ZTAACVAOWLYXWABBTHJJANEEFA
AMEAACBSVSKALLPHANRNPKAZEYR
QAQEAXJUDFOIMWZSAUCGVAOAB
MAYDYAAZJDALJACINFVBGAOFHAR
PVEJCPQZAPJLEIQWNAHRBUIASSNZ
MWAAAWHACAXHXQAXTDPUTYGS
KGVKVLGKIMFUOFAAKYFGTMBLYZ
IJAAVAUAACXDTVDACJSIUFMOTX
WAMQEAKHAOPXZWCAIRBRZNSOQ
AQLMDGUSGBAKNAAPLPAAAHYOAE
KLMVFARJAEHNPWIBAYAQRKUPDS
HAAQGGHTAMZAQGMTPNURKNXIJ
EOWYCREJDUOLJCCAKSZAUAFERFA
WAFZAWXBAAAVAKMBATADKVSTB
NAPLILAOSYSJUOVYIVPAAPSDNLKR
QAAOJLEGAAQYEMPAZNTIBXGAIM
YUSAWZAZWXAMXBDXAJZECNABA
HGDVSVFTCLAYKUKCWAFRWHTQY
AFZWDKJIYLQBAABVHJMXIRFSAOH

Seconds required..... How many A's.....

Now turn to page 126 for directions as to grading yourself.

Rating on No. 3..... ——%

Total Rating on Concentration..... ——%

Memory

Many men are handicapped by poor memory. They can't remember names, they can't remember faces, they can't remember street addresses, telephone numbers, dates, statistics. They are habitually losing umbrellas, and forgetting to wait for change. They leave the lights burning; they fail to keep appointments; they hunt for their spectacles when they are looking through them; they are constantly hurrying back for some forgotten article.

The business advantages of having a good memory are plainly apparent. They may be summed up by saying that a good memory saves three valuable resources—time, thought and labor. When one of these is lost, it is generally all three. Can you think of any act of forgetfulness resulting in a loss of time, that did not also mean more work and more thought—to say nothing of the increased strain on your temper?

Test of Memory

1. Study for *one minute* the following cast of characters in the play "Green Stockings." Then close the book, take a sheet of paper and write down in *one minute* as many of the names as you can remember. Do not attempt to include the descriptions of the characters or the names in parentheses.

WILLIAM FARADY, a fashionable old gentleman.
EVELYN (Lady Frenchard).
MADGE (Mrs. Rockingham).
PHYLLIS, his youngest daughter.
CELIA, his oldest daughter.
ROBERT TRAVER (Bobby), an empty-headed young man.
ADMIRAL GRICE, an old retired sea gentleman.
COLONEL SMITH, a man of military bearing.
MRS. CHISHOLM FARADY (Aunt Ida), aunt of the Farady girls.
MARTIN, a dignified family servant.

Credit 2 per cent for each name that you write down correctly in one minute.

Rating on No. 1.... ..... ——%

2. In one of the tests of *observation* you saw the pictures of ten men. On another page were duplicates of five of those pictures. Turn to page 85 and mark the five pictures that are duplicated on page 101, without looking at the latter. After marking them, turn to page 101 and see how many you have correct. Credit yourself 4 per cent for each one which you remembered correctly.

Rating on No. 2..... ——%

3. Read slowly the following paragraph twice. Then close the book, wait *two minutes,* and write on a sheet of paper as many ideas as you can recall from that paragraph. Time limit for recalling ideas, *three* minutes. Credit yourself 2 per cent for each correct idea you remember within the time limit. On page 125 the paragraph is divided into ideas.

"New York, September 5th. A fire last night burned three houses in Water Street. It took some time to put it out. The loss was $50,000, and seventeen families lost their homes. In saving a girl, who was asleep in a bed, a fireman was burned on the hands."

Rating on No. 3..... ——%

4. In the first chapter of this book, the names of two young men were mentioned. Without looking back, or thinking more than 30 seconds, try to recall the names. Write them on a sheet of paper, then turn back to Chapter 1 and see whether you have recalled them correctly.

This question is worth 20 per cent. Allow yourself 10 per cent on each of the two names, if you have remembered them accurately, and from 3 to 5 per cent on each one that you get partly right.

Rating on No. 4..... ——%

Total Rating on Memory ..... ——%

Imagination

Imagination is not an abnormal or supernormal trait. Most people seem to think of it only as associated with painters, authors, sculptors, singers and sick folk. True, all of these do possess imagination in varying degrees. But what about the business man? Has imagination any place in business?

Let this be the answer to that question: Every invention, every railroad, every manufacturing plant, every department store, every labor-saving device, everything that goes to make our civilization what it is, was first an image or an idea in the human brain. Every-

thing that we have achieved we first imagined. Imagination precedes realization. Destroy man's imagination and progress would instantly cease.

You can therefore understand the great importance of developing genuine constructive imagination, a subject which will be considered more fully in a later unit.

In the following test you will necessarily be dependent, to a greater degree than in some other tests, on your own judgment of the proper rating to give yourself. Be fair and just to yourself.

Test of Imagination

1. Think of a bunch of red carnations, lying on green fern leaves, in a shiny white box, lined with yellow silk. Think of yourself as stooping over the box and smelling the flowers, putting your cheek against them, feeling the silk. Take *one minute* to imagine all of that. Then answer these questions:

Are the *colors* quite *distinct?* Can you see the deep red of the carnations, the green of the ferns, the brilliant yellow of the silk, the shiny white of the box. If so, credit yourself 10 per cent—less as the colors are indistinct.

Rating on Colors..... ——%

As you imagine them, are the flowers, the leaves, the shape of the box, the group itself *clean-cut and sharp;* or are they blurred, shadowy, indistinct.

Give yourself 10 per cent if outlines are perfect; if not, rate yourself less as your judgment decides.

Rating on Clearness..... ——%

Can you catch the *scent* of the carnations and the odor of the damp ferns; do you sense the *feel* of the smooth silk box lining and of the flower petals against your cheek?

Allow yourself 10 per cent if you can answer "yes" to the foregoing question; or, mark yourself down as may be necessary.

Rating on Touch and Smell..... —%

Total Rating on No. 1..... —%

2. Here are three words: *automobile, factory, merchant.* Take pencil and paper and timepiece. Imagine a series of situations in stating or describing which the three words can be used. Construct as many short, complete and distinct sentences as possible in each of which the three words appear. Each sentence must have a meaning different from any of the others and must not contain more than twelve words. For example, using the words *bank, store, goods,* we might say:

1. The bank bought its goods from the book store.

2. The store borrowed money from the bank to buy goods.

3. The bank lent money to the store to buy goods.

No. 3, however, would not be admissible, because it is the same in meaning as No. 2.

If you make five or more sentences in two minutes and a half, credit yourself 40 per cent. If you make less than five sentences in the time limit, credit 8 per cent for each.

This is a standard test of imaginative powers, which is used and recommended by many psychologists. You will find that the easiest way to produce the five sentences, within the time limit, is to imagine vividly a number of scenes or actions in which the three things named are present.

Rating on No. 2..... —%

3. The kind of imagination which will be most profitable to you is *creative* imagination. Make this test, then. Sit alone for five minutes, with a sheet of paper handy. Now, think of *your* job, and everything connected with it. Write down all the ideas for improvements that occur to you. For the present purpose don't try to analyze your ideas and see whether they are thoroughly sound and practical or not, but write down all the thoughts or schemes for improving your job or its handling that come to you. The object in view just now is not to test the soundness of your ideas, but merely the facility with which you get them—which largely depends upon your power to visualize (or imagine) a situation. Credit yourself 5 per cent for each idea which you imagine will improve your job or the department in which you work. The maximum credit on this question is, however, 30 per cent.

Rating on No. 3..... —%

Total Rating on Imagination..... —%

Just at this point, take a minute or two with yourself, while imagination is working well, and picture what you expect to be ten years from now. Fill in all the details—job, income, family, friends. Then consider; why not pitch in and materialize the picture?

A man may have excellent powers of observation, concentration and memory, but if he *jumps* to conclusions and lacks good judgment, he will fail and fail again. A man's imagination may work rapidly and vividly and he may see new ways of making money,

either by production or selling, or he may invent what appears to be a greatly needed article; but if he fails to use good *judgment* and *reason* along with his schemes and invention, he is foredoomed to disappointment.

A man may reach conclusions (correct ones, too) by *intuition,* which is most likely an unconscious process of reasoning. Many successful men cannot tell exactly why they do things their way nor give reasons for decisions. But wise men seek *causes* and on those causes they base conclusions for the future. They do not *stumble* into success blindly. They *imagine* big business, great factories, large profits, and they also figure costs, study markets and fix policies; they reason.

Reasoning

The poor reasoner is liable to fall into one or more of four errors.

1. He fails to get all the *facts* bearing on the case, or

2. He fails to *classify* the facts, so as to separate the true from the false, or

3. He fails to attribute a given effect to the *right cause,* or

4. He fails to deduce the *right result* from a given cause.

A little later on, in Unit III, we shall study the processes of reasoning. How about your reasoning powers now?

Test of Reasoning

1. Here is a list of fifty common words. As rapidly as possible, write after each word its exact opposite. For example: thick, *thin;* high, *low*. The time limit is two minutes, so you must think and write quickly.

day	much
asleep	near
absent	north
best	open
above	sharp
big	something
push	backwards
buy	nowhere
come	bad
cheap	slow
broad	short
dead	wet
country	soft
tall	black
love	dark
here	add
less	true
mine	poor
hot	well
dirty	sorry
heavy	full
late	peace
first	few
left	teacher
morning	enemy

After you have completed the whole test, check your answer to this question with the list on page 128, and allow yourself ½ of 1 per cent for each word that you have correct.

Rating on No. 1..... 23%

2. The following reasons have been given to show why New York has become a larger city than Boston. Place a plus mark (+) before each reason you think a good one, and a minus mark (−) before each reason that seems to you unsound. Take no more than 90 seconds.

1. New York is on an island.
2. More millionaires live in New York than in Boston.
3. New York is on a large river.
4. New York has bigger hotels.
5. New York has more people than Boston.
6. New York early established better communication with the states lying to the west.
7. New York has elevated railroads.
8. New York is in the midst of a rich fruit and agricultural district.
9. New York is younger than Boston.
10. New York has better railroad facilities.

After you have completed this test, check your answers with the list on page 129, and credit yourself 2 per cent for each correct marking, either plus or minus.

Rating on No. 2..... ——%

3. Following are two lists of eleven proverbs in each. Every proverb in the left-hand list may be paired with a proverb in the right-hand list, which has a directly contrary meaning. For example: *"Stick with the ship"* is advice directly contrary to another proverb, *"Wise rats desert a sinking ship."* Match each proverb in the left-hand list with its *opposite* in the right-hand list, and write the number of the right-hand proverb in brackets in front of the left-hand proverb. Do not take more than *three* minutes.

( ) As you sow, so shall you reap.

( ) Strive not against the stream.

( ) Never judge by appearances.

( ) In peace prepare for war.

( ) A rolling stone gathers no moss.

( ) Everybody feels for the underdog.

( ) Return good for evil.

( ) Look before you leap.

( ) Love never dies.

( ) An honest man cannot be bought.

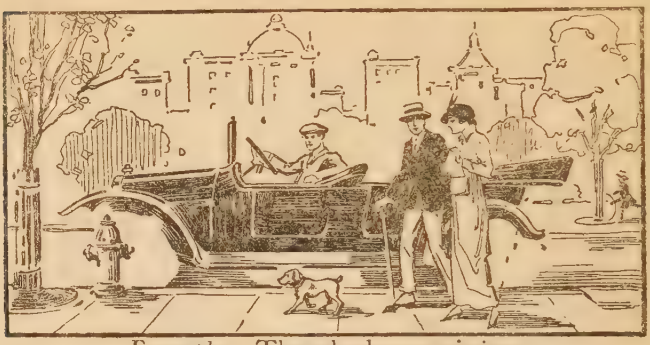
( ) Put by for a rainy day.

1. Pay him back in his own coin.
2. Every bird is known by its feathers.
3. When a man is down everybody jumps on him.
4. A bad start, a good finish.
5. Every man has his price.
6. He who would reach the top first must climb the hill.
7. Never cross a bridge until you come to it.
8. A setting hen lays no eggs.
9. Hesitate and all is lost.
10. Live while you live.
11. When poverty enters the door, love leaps out of the window.

Check your results against the list on page 126, and allow yourself 5 per cent for each number that you have put down where it belongs.

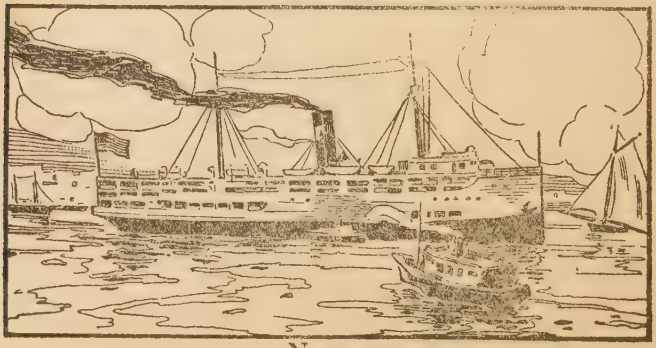
Rating on No. 3..... ——%

Total Rating on Reasoning..... ——%



Example: The wheels are missing

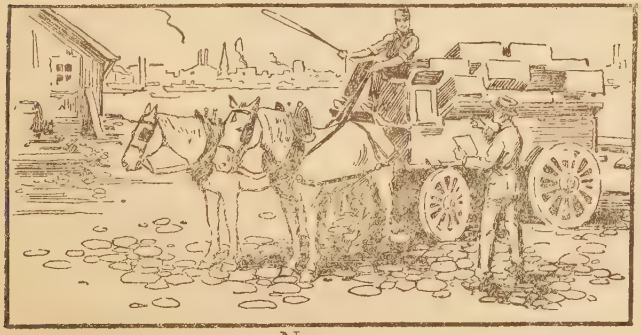
No. 1



No. 2

No. 3

No. 4



No. 5

IV

What Do You Know?

A STRIKING feature in the home of a Civil War veteran was an engraving of a military scene. It represented a regiment in camp—the regiment in which the veteran was a captain. In the picture some of the soldiers were engaged in various outdoor sports, some were playing cards, some were resting, all were plainly "off duty."

An interested visitor, viewing this engraving for the first time, began to look in the various groups for his friend, the captain. "Where is your grandfather?" he asked the small boy of the house, who was standing near. The boy hesitated a moment, then proudly answered: "In his tent, of course, studying how to be promoted."

That attitude is typical of success. The man who studies is generally the man who does win promotion, not only in military life but also in the realm of industry and business. It's the man who "wants to know" who usually *does* know just what to say or do at the crucial moment, and so demonstrates his ability.

No Excuse for Ignorance

What do you know? Not what do you *believe,* nor what do you *guess,* nor even what

do you *assume* to know; but what do you *know*. A great deal of our supposed knowledge is only a bundle of opinions which are not worth much in practical business.

Of course, life is not long enough for one individual to get first-hand knowledge of everything through personal experience; so we accept the statements of reliable men and use them for our own purposes. In these Units, for example, you are receiving tested knowledge from many men and you will make it your own knowledge as fast as you digest and use it.

There is no excuse today for ignorance. Any man can learn practically anything that he wishes. An ancient axiom declares "When you are ready for knowledge, a teacher is at hand." That is literally true now more than ever before.

When a man is in business he is really in the great University of Life. To learn something every day should be his fixed habit. Business, itself, does not as a rule occupy more than nine or ten hours daily. There is ample opportunity for every young man, and older ones too, to acquire broad knowledge as well as specific information about his own job or business. But the man must be willing to *gain* knowledge; it is not sufficient merely to feel sorry that he does not possess it.

Here are the three kinds of knowledge that are most essential:

1. You should have a broad knowledge of business practise, including special knowledge of your particular job and all that relates to it.
2. You should have fairly wide knowledge of things and events outside of your business.
3. You should know how to express what you know.

The tests which follow will probably uncover your needs along those three lines as you have not seen them hitherto.

In the old days, it was generally thought that if a man knew his own business he had all the business knowledge that was necessary.

Business Demands Broad Knowledge

But now the complexities of business require the broadest possible acquaintance with business principles, as a whole, and with many lines of activity other than your own.

For instance: An alert young man in a New York wholesale house that did a big mail-order business began to study printing problems—the varieties of type, layout, paper stock, inks. His regular job had nothing to do with the printing of the house catalog, but he interested himself in the catalog problems nevertheless. He wanted to know. He made

himself thoroughly acquainted with these questions. He studied relative costs of paper and inks and printing. He studied postage costs also—how extra weight in the catalog affected the mailing expense.

One day he went to the manager with this startling announcement: "I can save you $72,000 a year on the catalogs." Of course the manager wanted to be "shown." The young employee was ready for that demand. He had thoroughly mastered the problems, and was able to prove that by printing the catalog from type a trifle smaller and of a slightly different face the saving in ink, paper and postage would be actually $72,000 annually.

Knowledge Saves Money

In the early days of the automobile industry, nobody tried to save money. Cars were made in the usual machine-shop way and a good profit was tacked on. Prices were necessarily high. Competition grew keener and cost of production jumped. Profits fell away. But: "Some three years ago," says Edward Mott Woolley, "a certain automobile factory was employing nearly 11,000 men and turning out 175 cars a day. Its gross earnings were large, but there were no net profits. At the present time 6,000 men turn out 250 cars a day—bigger and better cars at that—and the company earns good

profits. It is difficult to believe that nearly 5,000 unnecessary men were employed in that plant. It is difficult to believe, offhand, that this company would cut the price of its cars 25 per cent; reduce its floor space 10 per cent; decrease its pay-roll about one-third; raise wages about 11 per cent; and cut a huge slice off of its overhead, or indirect, expense. It is even harder to believe that it would reach into its scrap pile and take out of it a clean million dollars a year. Yet all these things have been done."

That is certainly a tale of seeming magic. But it is not magic, for similar things are happening again and again in industry and business, and knowledge is responsible for it—knowledge of organization, of management, of costs; knowledge of buying, cutting, shaping, selling, routing; knowledge of how to hire men, eliminate waste motion, save machinery, utilize floor space, cut out waste. And the more you know about all the processes of business the better able you are to know when and how to use those processes in order to secure right results.

Obviously, it will be impossible to test fully the breadth of your business knowledge, but you may examine yourself fairly well by ascertaining your acquaintance with some of the important words and terms used in business.

Test of Business Knowledge

Here is a list of fifty business terms. Check them as follows: After each one that you *understand thoroughly,* and can define or describe, place a plus mark (+). After those the meaning of which is a *little vague,* place a question (?). After those of which you *know nothing,* place a minus (−). Be sure you know the *business meaning* before giving yourself a plus sign. Time allowed, two minutes.

1. A-1
2. Assets
3. Assignee
4. Auditor
5. Balance sheet
6. Bankrupt
7. Bill of lading
8. Bills receivable
9. Board of Trade
10. Bona-fide
11. Bonus
12. Certified check
13. Collateral
14. Commission
15. Common law
16. Corporation
17. Cost clerk
18. C. P. A.
19. Creditor
20. Discount
21. Dividend
22. E. & O. E.
23. Equity
24. Exports
25. f. o. b.
26. Franchise
27. Good will
28. Hypothecation
29. Invoice
30. I. O. U.
31. Jobber
32. Mdse.
33. Negotiable
34. Option
35. Overhead expense
36. Par
37. Power of attorney
38. Preferred stock
39. Promissory note
40. Protest
41. Prox.
42. Rebate
43. Routing
44. Sale
45. Salvage
46. Solvent
47. Stock-taking
48. Subsidy
49. Syndicate
50. Voucher

Credit 2 per cent for each plus mark and 1 per cent for each question mark after turning to page 130, where you will find the meaning of each term.

Rating on Business Knowledge..... ——%

He is a very narrow man who knows nothing but business. He builds a wall about himself that shuts out far more than it shuts in.

General Knowledge

The great advantage of broad training is that it lengthens the vision of a man. It gives him acquaintance with the history of men and women who have made the world what it is. He is in a better position to appreciate conditions and to help make them better. He has learned to think more soundly. Any one who wishes may rapidly build up and broaden his knowledge. Good magazines bring wonderful information each month and libraries are accessible to all. If you read only short stories and novels, you hurt rather than help your mentality and you put nothing useful into your head.

Edward Howard Griggs has said that any working man can get the equivalent of a college course if he will read the right books *one hour* a day for ten years. That may seem a long time, viewed from the beginning of it; but after all, we live only one day at a time and if you will read something really worth while for one hour each day, you may keep it up for life and gain a rich fund of knowledge which may be drawn upon at most unexpected moments for business purposes. You should, of course, discriminate in your lines of study, but make them as broad as possible.

What do you know of history, government, geography, the sciences, literature, the arts, music, philosophy, psychology, hygiene, current events? Every man has to live with *himself* and he ought to make himself an entertaining companion. More than that, you are a citizen of the greatest nation on earth. You associate with trained, cultured men; pride should spur all of us to keep pace with the whole country and with the men whom we know. That is not as difficult as it may seem. And an intelligent grasp of general knowledge adds that much to your ability to grapple with business problems; for all knowledge may find use sooner or later in settling unexpected problems and in overcoming difficult conditions. You can use only the knowledge you possess.

Test of General Knowledge

Here are 50 words and questions. Read the list straight through, and, as you read, mark yourself a plus (+) for each one that you *know* or understand; a question (?) for each one that you *know in part;* a minus (−) for those you do *not know* and cannot answer. This means that each word is itself a question, the answer to which you must give instantly. (For example: What happened at Appomattox? Where is Bombay? Who was Nero?) Time allowed, five minutes.

1. Marconi
2. Appomattox
3. Appendix
4. Carburetor
5. Bombay
6. Joffre
7. Baron
8. Barren
9. Pagoda
10. Platitude
11. Federal
12. Emerson
13. Disraeli
14. Gravitation
15. Hawthorne
16. Monroe Doctrine
17. Renaissance
18. Tigris
19. I. W. W.
20. Silo
21. Sterilize
22. Referendum
23. Eugenics
24. Tariff
25. Holy Grail
26. Cuticle
27. Chaos
28. Therapeutics
29. Pasteurize
30. Bunker Hill
31. Nero
32. Huns
33. X-ray
34. Why does iron rust?
35. What is a gyroscope?
36. How is the voice reproduced by a phonograph?
37. Why is the climate of England warm, and that of Labrador cold?
38. What is the distance around the earth?
39. Who obtained Alaska for the United States?
40. Where is Salonika?
41. What tragedy in 1914 brought on the European war?
42. What is the meaning of the term "free trade"?
43. How many presidents of the United States have been assassinated?
44. Who invented the cotton gin?
45. What is the difference between Socialism and Anarchism?
46. How many states are in the Union?
47. What nation projected the Panama Canal?
48. Who founded the Salvation Army?
49. Who was Beethoven?
50. Name the republics in Europe.

After you have marked each word or sentence, turn to page 135, and check your answers with those given. Then, on all the questions that you have answered, credit as follows: For each plus mark, 2 per cent; for each question mark, 1 per cent; for each minus mark, 0.

Rating on General Knowledge..... ---%

Ability to Tell What You Know

Many men who know, but cannot tell what they know, have had the humiliating experience of seeing some other fellow who knows less, walk away with the order or secure the job just because he could talk. Some men are by nature fluent talkers. Others may not be very good at making speeches, but they can write clearly and intelligently. It is not necessary to be either a great talker or a fine writer in order to impart business information; but you must be able to give orders so that they are understood and you should also be able to talk about your business and other matters so that those who hear will understand. The art of telling what one knows can be learned just as we learn everything else. All-round development of personal powers will include knowledge of grammar, rhetoric and self-expression. Every ambitious man will equip himself thoroughly in the use of his mother tongue, and there has grown up, in a few years, a well-defined language of business with which you should become acquainted.

TEST OF KNOWLEDGE OF EXPRESSION

1. Are you a good talker? If you are considered so, and you have no difficulty in talking fluently, credit yourself 30 per cent. If you are able to carry on a conversation only fairly well, seldom introducing new topics yourself, credit 20 per cent. If you are usually silent, and never have much to say, credit yourself 10 per cent. Your rating will be somewhere between 10 and 30 per cent.

Rating on No. 1..... ——%

2. In your conversation, at business and elsewhere, are you able to make yourself understood clearly, or do you find difficulty in giving orders or imparting information, either because you haven't the right words or because you cannot put them together in the right way? If you have no difficulty whatever in making yourself clearly understood without repetition, credit yourself 40 per cent. If you are not always able to express yourself clearly and impart your knowledge intelligibly, credit what you deserve, as low as 10 per cent.

Rating on No. 2..... ——%

3. Are you able to write what you know? If you can put your ideas on paper in good English, clearly expressed without being long-winded, credit yourself 30 per cent. If you have some difficulty in writing what you think, credit 20 per cent. If it is almost impossible for you to write your ideas, credit 10 per cent.

Rating on No. 3..... ——%

Total Rating on Knowledge of Expression..... ——%

Now that you have taken stock, at least partially, of your knowledge, you are in a frame of mind to go on and accumulate all you can of the best information you can get. But mere

accumulation of knowledge, while pleasurable and gratifying, is of little consequence in itself; *applying* knowledge is the only sure means of gaining success. The safest way to keep both money and knowledge is to invest them wisely.

Your knowledge of cultural subjects and your ideas of life will become crystallized through frequent discussions. Many successful men have made it a rule to turn at least one conversation a day into serious channels in order to broaden their outlook, sharpen their views of economics, politics and sociology, and keep the mind from stagnation.

Put your knowledge to use. *Agreeing* with what you read in a book on business is not sufficient; you must test what you learn by putting it into action. Invest your knowledge in your business, and dividends pile up.

OBSERVATION

Question 3, from page 50.

Look at this signature for *ten* seconds, then turn to page 120 and mark the five duplicates of it. Time allowed for marking, thirty seconds. Compare your selections with this original signature and grade yourself as directed in the test.

V

How Do You Feel?

IN the city of Lawrence, Massachusetts, lives a man who has achieved all-round success—though he is not a rich man, if by "rich" you mean the possession of a million dollars or even one tenth of a million. We will call him Dodd.

Dodd began his business career as store boy at $2 a week. Before he was twenty, he had saved several hundred dollars and had developed a strong desire to fill his employer's chair. Every morning, as he came in sight of the store, he would look up at the big sign and say to himself, "Some day my name is going to be on that sign." He said that so many times that he believed it, and he told the boys about it. They laughed at him, of course, and called him the "little boss."

An Average Man Who Made Good

Eventually the day came. Over the door of a retail shop hung the new sign—"Dodd and Stringer." The partners had pooled their all —$1,000—and, both being unmarried, each had agreed to draw $6 a week and hold his living expenses to that sum.

All was not smooth sailing. They had been accustomed to the wholesale line and now they

soon discovered that retailing involved different problems. At the end of a year, they were in debt. Stringer was discouraged. Dodd bought him out with a note payable in twelve months. Then Dodd gave up his room and slept at the store, thus cutting his living expenses to $4 a week. He began to study business, reading everything he could find on the subject, and he worked harder than ever.

When the year was up, Dodd sold the business, paid his note and had a worth-while balance for himself. With this he jumped into wholesaling. His old employer wanted him to come back, but he said "No, not unless my name can go on the sign." So he formed another partnership.

A few years later his former employer wanted to retire. He begged Dodd to take over the business and pay for it as he earned the money. Dodd accepted that offer and today Carter-Dodd Company has five salesmen covering a big slice of Massachusetts and New Hampshire.

Not long ago Dodd was one of a party of friends dining together. Somebody asked: "Mr. Dodd, what's your recipe for success?" "There isn't any secret about it," he replied. "I've had one ambition, and that was to build up a good comfortable business and hold my customers by giving them a square deal. I do

the same with our employees. I have always looked on the bright side, even when I wasn't making any money. I don't carry around any grouches or grudges. I have the best little business in the state and the best line of goods any man could want."

There is nothing strange about Dodd's story. It is simply an every-day illustration of business success fairly won. It is worth telling here because it is so typical. What would you say are the marked traits of character that stick out in Dodd's life? It is more than likely that you would name these five:

The Five Traits of Feelings

Ambition.
Confidence.
Loyalty.
Enthusiasm.
Cheerfulness.

Right! Dodd possesses all five traits well-developed by use. He began with no money and has made a fair share. He owns a thriving business and a comfortable home, has a happy family and hundreds of warm friends. He is an active force for good in his home town. He is still ambitious, absolutely loyal, bubbling over with enthusiasm and always cheerful. He has confidence in his employees and his fellow-citizens and they respond with equal confidence. He believes in his business

and handles no goods that he cannot heartily indorse and sell. Join to that kind of disposition good health and normal mental ability, and you have an example of all-round capacity for achievement. The man who possesses those five traits of character is bound to win out, unless he is afflicted with very serious defects in other traits. Success is a part of him.

How do you feel? Have you genuine ambition? Are you distinctly loyal? Are you known as an enthusiast? Is the atmosphere sunnier wherever you are because you carry cheerfulness along with you? Have you firm confidence in yourself, in your business and in mankind?

Congratulate yourself if these traits are yours. If they are not, or if any one of them is below par, it is time to get hold of your feelings—for a man isn't much better than he feels. One's disposition, which is made up of feelings and not of mental attainment, is one of the important keys to success or failure. We shall study the feelings quite thoroughly when we come to the text on "Building Character." All that you can do now is to size up your own feelings. In doing so, you will need to be severely critical of your disposition and thoroughly just in your estimate of your present habits of emotion.

Look at these for thirty seconds only. Then turn to page 101 and select the five which are taken from the above group. After grading yourself verify your selections

Test of Ambition

1. Are you satisfied with the *quality* and *quantity* of your work? If you feel that you are doing all that should be expected of you, credit 5 to 10 per cent. If you clearly see possibilities of improvement, which you intend to make if permitted, credit 10 to 15 per cent. If you feel that you are satisfying the house, but not coming up to your own standards, mark yourself 15 to 20 per cent.

Rating on No. 1..... —%

2. Are you satisfied with *your knowledge,* your efficiency, and the use you make of your time? Remember, that self-satisfaction may easily mark the limit of your growth. If you feel only *half-hearted* about improving in those respects, mark yourself 5 to 10 per cent. If you feel in your inmost soul that you *must and will* improve, mark yourself 10 to 20 per cent.

Rating on No. 2..... —%

3. Does your job seem *good enough,* so that you want to remain working at it indefinitely? If so, mark yourself not higher than 5 per cent. If you are *merely discontented* with your job, mark yourself 5 to 10 per cent. If you realize that your job is the right thing for the present, but fully intend to grow out of it, mark yourself 10 to 15 per cent. If you are actually making a strenuous effort to grow out of it, mark yourself 15 to 20 per cent.

Rating on No. 3..... —%

4. Have you a *clear, well-defined* idea of the work you aspire to do? If this idea is indefinite, mark yourself not more than 10 per cent. If it is definite, but limited to some small, nearby job, mark yourself 10 to 15 per cent. If you see the near-at-hand job as one step in a progressive series, which will eventually lead you to a big position, mark yourself 15 to 20 per cent.

Rating on No. 4..... —%

5. Are you doing everything in your power to *win* in honest and fair competition with other men engaged in your kind of work, and to live up to your highest ideals in that competition? If you are merely *wishing* to win, mark yourself only 5 per cent. If working spasmodically, credit 5 to 10 per cent. If you are working steadily and hard to that end, credit 10 to 20 per cent.

Rating on No. 5..... —%

Total Rating on Ambition..... —%

Ambition, however, will not carry you far without *confidence*. It manifests itself in three directions: (1) confidence in self; (2) confidence in your employer and your goods or line of work; (3) confidence in men. Lack of confidence in yourself foredooms you to failure or to very minor positions. But proper self-confidence must not be confused with egotism or conceit or vanity; and you must not permit *overconfidence* to lead you into rashness.

The Three Forms of Confidence

Egotism is a habit of thinking and talking about oneself. The egotist gives undue prominence to the pronoun "I" in his speech, while the conceited man overestimates both his ability and what is due him from others. Vanity is an "overweening admiration of self." The self-confident man *knows* his power and ability, but does not make himself the chief subject of conversation. He neither seeks the limelight, nor hides from it.

Confidence is essential to your best work—confidence in your employer and your goods or in the service the house is rendering. And confidence in other people will win their confidence in you; but your confidence in men should not cause you to neglect proper safeguards in all business relations. He is a foolish man who gives credit to every one who asks it. How is your confidence?

Test of Confidence

1. When you apply for a position, or try to make a sale, do you make your approach timidly and apologetically, or do you feel *equal* to the task, and as good as any other man for it, and confident of yourself? Mark yourself from 5 to 10 per cent.

Rating on No. 1..... —%

2. When you have made up your mind that you can do certain things, do you follow the advice of others when they try to discourage you by saying that you can't do it, or do you *try anyway?* Maximum credit, 15 per cent.

Rating on No. 2..... —%

3. Do you ever permit yourself to be led into attempting things in which you fail because of overconfidence, or egotism, or vanity? If never, credit 15 per cent; if sometimes, credit 5 to 10 per cent.

Rating on No. 3..... —%

4. Do you meet people socially and associate with them, feeling that you are as good as the best of them, or are you backward and retiring and timid? Mark yourself from 5 to 10 per cent as you may deserve.

Rating on No. 4..... —%

5. Have you confidence in your employers, so that you do not believe anything adverse to them without full proof? Credit a maximum of 10 per cent.

Rating on No. 5..... ___%

6. Have you full confidence in *the business* you are in? Is it serviceable to the community, so that you believe in its usefulness? Have you full confidence in the goods or service you sell or handle? Credit from 5 to 10 per cent.

Rating on No. 6..... ___%

7. Do you *trust men and women?* Have you confidence in the honesty of intent and purpose of the great majority of men? And at the same time do you properly safeguard yourself against unexpected loss as a result of your confidence in humanity? Credit from 5 to 10 per cent.

Rating on No. 7..... ___%

8. When you are called upon to make a decision do you make it quickly, or is it your habit to postpone decision as long as possible because you lack confidence in your own judgment? Maximum credit, 10 per cent.

Rating on No. 8..... ___%

9. After you reach a decision on a question, is that decision *final,* or are you apt to change your mind? Are you known as a decisive or a variable man? Maximum credit, 10 per cent.

Rating on No. 9..... ___%

Total Rating on Confidence ..... ___%

Close on the heels of ambition and confidence *loyalty* should follow. In some men it doesn't follow. In fact, the greater their ambition, the less scrupulous they seem to grow. They determine to get ahead by hook or crook at any cost. If you are traveling in that direction, you are on the wrong road.

Unselfish Loyalty

A man should be loyal to himself, to his job, to his employers, to his company.

Few men have loyalty in its finest sense, and the men who have it are big men. It requires a rare combination of unselfishness, idealism and cooperation.

Test of Loyalty

1. Under the influence of persuasion, or from neglect, have you ever failed to *follow a principle* or rule which you had adopted for yourself? If you have no definite principles or rules of conduct, do not mark yourself over 5 per cent; if you sometimes break them, credit 5 to 15 per cent; if you *always* stick to them, 15 to 20 per cent.

Rating on No. 1..... %

2. Do you take care of your *work first,* before you leave the office at the close of the day, or before you indulge in outside recreation? If you *never* think of doing more than you have to, mark yourself not more than 5 per cent. If you *sometimes* put your job ahead of your personal pleasure, 5 to 10 per cent; if almost always, 10 to 15 per cent. If you *always* put your *job first,* 20 per cent.

Rating on No. 2..... %

3. Do you ever *gossip* about your superiors, or talk against them, either in or out of your place of business? If frequently, 5 to 10 per cent; if infrequently, 10 to 15 per cent; if never, 20 per cent.

Rating on No. 3..... —%

4. Do you ever discuss the affairs of your company or of your department with people who have no business to be informed on these subjects? Frequently, 5 to 10 per cent; infrequently, 10 to 15 per cent; never, 20 per cent.

Rating on No. 4..... —%

5. Do you ever sacrifice *time or personal pleasure* for the benefit of your business? Never, 5 per cent; infrequently, 10 to 15 per cent; frequently, 15 to 20 per cent.

Rating on No. 5..... —%

Total Rating on Loyalty..... —%

The man who possesses *enthusiasm* in abundance may well consider himself fortunate, for he will often win when the man of greater ability fails.

Enthusiasm

It is an enviable gift of the gods and must not be confused with ambition or loyalty. It is not a necessary part of either and frequently is found where they are lacking. I may wax enthusiastic in my description of an exciting baseball game which did not appeal either to my ambition or to my loyalty. One of the best-known men in Congress, whose ambition and loyalty would not be questioned, lacked in enthusiasm. He was called "the Silent man of the Senate."

Like many other characteristics, especially those relating to disposition, enthusiasm can not be measured in ounces and pounds. It is helpful, however, to probe ourselves as deeply as possible and determine how high the tide of enthusiasm usually rises, for we shall not do best work unless we are full of the spirit of that work. All really great and successful leaders are enthusiastic.

Test of Enthusiasm

1. If a friend who has never been in your place of business were to make you a visit, would you really enjoy showing him the establishment, explaining with delight all the features that are new to him, introducing him with pride to your associates, and indicating to him the fine points or superiority of your product, or system, or equipment? You may never have had the opportunity to do exactly that, but it should not be difficult to imagine just how you would feel under such circumstances. Credit from 0 to 20 per cent, depending on the enthusiasm you have had or would have in such a case.

Rating on No. 1 ..... —%

2. Are you an enthusiast about your particular hobby? Are you eager to talk about it? Credit from 0 to 20 per cent, as you may think such enthusiasm deserves.

Rating on No. 2 ..... —%

3. Do you feel a strong enthusiasm for your political party and its candidates, or for any society of which you are a member? Credit from 0 to 20 per cent, as that enthusiasm is apparent.

Rating on No. 3 ..... —%

4. When you are at a social gathering, do you enter into the spirit of the occasion and enthusiastically do your part to make everybody have a good time? Credit from 0 to 20 per cent, as your attitude may warrant.

Rating on No. 4.....

5. When you hear an eloquent speech, or martial music, or stand at attention while the American flag is lowered at sunset, do you thrill, or are you cold and unwarmed by emotion? Credit from 0 to 20 per cent, according to the intensity of your feeling.

Rating on No. 5.....

Total Rating on Enthusiasm.....

Cheerfulness

The New York Telephone Company sends out to its subscribers a card on which is printed, "The voice with the smile wins." You will find those cards stuck up in all sorts of places and displayed in many offices. A ticket-seller in the New York subway put one of them close to the little window through which tickets are passed. Thousands see it and smile, and when a man smiles there's at least a momentary scattering of the blues, as when clouds vanish from before the face of the sun. The habit of *cheerfulness* is a maker of smiles. Cheerfulness makes a good winner or a good loser. It is both refreshing and stimulating. It is a good lubricant for the frictions of life.

Mayor Tom Johnson, throughout the long struggle to lower the street-car fare in Cleveland—one of the bitterest fights ever recorded in municipal history in the United States—kept his spirit strong and glad. Even after his nearest friends had urged him to yield and he stood utterly alone, not the slightest sign of irritation escaped him. Later, when his course was more popular, somebody commented upon his gaiety and his patience. Without a word he took from his pocket a worn card. His reply was printed upon it:

> The man who is worthy of being a leader of men will never complain of the stupidity of his helpers, of the ingratitude of mankind, or of the inappreciation of the public. These things are all a part of the great game of life, and to meet them and not go down under them in discouragement and defeat is the final proof of power.

Mayor Johnson was cheerful under all circumstances. He was also enthusiastic, else he could not have accomplished so much for his city in the face of great opposition.

But, what is the difference between enthusiasm and cheerfulness—are they not very much alike?

No. Enthusiasm is intense zeal or feeling displayed toward something. It may be habitual or only ocasional. Cheerfulness, on the other hand, is always a habit—a habit of

being joyous, glad, buoyant, sunny, no matter what the adverse conditions may be. Cheerfulness is not dependent on outside stimulus. It is a constant condition of the feelings.

There is a difference, too, between cheerfulness and composure. The fact that a man is *undisturbed* by irritating circumstances does not necessarily indicate cheerfulness; he may simply be cold-blooded.

Nor is cheerfulness the same as optimism. Optimism is a man's belief dependent upon his reason; whereas cheerfulness is his emotional attitude, which may have little or nothing to do with his belief. You may be a pessimist and still be cheerful. How cheerful are you?

Test of Cheerfulness

Grade yourself from 0 to 10 per cent on each of these questions:

1. When a friend jokes you about an incident concerning which you are somewhat sensitive, does it appreciably affect your cheerfulness?
Rating on No. 1..... ——

2. Does rain, or cold, or fog, or gloomy weather ever cause you to become downhearted? If usually, credit 5 per cent; if occasionally, credit 7 per cent; if never, credit 10 per cent.
Rating on No. 2..... ——

3. Can you lose at sports or games, or fail several times in an attempt to balance your account books, and yet be cheerful?
Rating on No. 3..... ——

4. Are you *frequently* morose, depressed, moody, not fit for company? Are you "grouchy" in the office?

Rating on No. 4 ..... —%

5. Do you *always* speak pleasantly over the telephone?

Rating on No. 5 ..... —%

6. Do you ever *grumble*—to yourself or to others—when you are asked to take on extra work?

Rating on No. 6 ..... —%

7. If your employer or a friend *criticizes* you severely, but justly, for something you have done, can you accept the criticism without even a momentary feeling of resentment?

Rating on No. 7 ..... —%

8. Are the relations between you and the others in your place of business pleasant and happy, as a rule? If not, are you less to blame than the others?

Rating on No. 8 ..... —%

9. When you join a group of acquaintances, does the atmosphere invariably become *more* cheerful?

Rating on No. 9 ..... —%

10. Have you the ability to continue cheerful even when you are tired?

Rating on No. 10 ..... —%

Total Rating on Cheerfulness ..... %

Smiles have been called the shock-absorbers that help us to ride comfortably over the ruts and rocks of business on the road to success. But smiles must not be forced. They should come spontaneously from within, born of an habitually cheerful disposition.

VI

How Do You Act?

WHEN you see a man working hard, regardless of hours, putting constant thought into his business, devising new ways to get results and hanging on to his plans until they make good; what do you say of him? This: that he is persistent, energetic and has initiative.

When another man keeps his voice low under great provocation to anger, always speaks the truth, accounts for every penny intrusted to him and trusts his friends and his own judgment; how do you regard him? You say he is self-controlled and reliable.

Our judgment of men is chiefly a judgment of their *acts*. We do not know that a man has persistence unless he *sticks*. We cannot say that a man is reliable unless he gives evidence of honesty and truthfulness in his acts. We never can call a man self-controlled until he displays it in his attitude in emergencies.

Men Are Measured by Their Acts

How do you act? That depends on your habits; and habits are your *every-day* way of thinking, feeling, talking and doing.

It is essential that we look into these habits of ours and find out how we formed them and

how we may control them, instead of letting them control us. Habits should be servants and not masters and there is just one power in man that is responsible for the formation and control of habits—and that is *will power.*

Let us see the relationship between *will* and *action.*

Seventy-five years after Columbus made his historic trip across the Atlantic, a Frenchman named Bernard Palissey made a discovery which, in its realm, was as notable as the work of Columbus. Both of these great men showed indomitable will.

Palissey was a potter and his imagination was evidently working overtime. He thought it possible to produce new results on clay in the kiln. Piece after piece of pottery was ruined in the experiments. Fuel gave out. Money was gone. He borrowed and begged from all his friends until they passed him on the street unrecognized. Food was scarce and the family hungry. Again and again, wife and friends urged him to confine himself to making salable articles and give up his fruitless experiments. He shook his head, as all men do who feel that they are right even though the whole world is against them. At length, he began to cut up the furniture for fuel to feed the pottery kilns. His wife left him. Neighbors scorned him. Alone, de-

serted, destitute, he threw the last of his furniture into the furnace and, as he had done so many hundred times before, pulled out the piece of pottery. Then was he triumphant. At last he had produced *enamel.* Wife, friends, fortune, all came back to him whose will carried him through the long night of uncertainty unto the dawn of achievement.

Palissey, as you have already guessed, was persistent, confident, energetic, and had fine initiative. These are all dependent on will power.

There are three types of will, each producing different action. Students of the human mind call them the explosive, the obstructed and the normal types. It will be of value to you to find out which type predominates in your disposition.

Differences in Types of Will

Those with explosive wills are the daredevils. They act on first thought, before counteracting thoughts and feelings arise; or else they act because their impulses are unnaturally strong, as in strikes and riots when men exhibit an abnormal craving for immediate and intense action. The obstructed will is shown in the man whose impulses are seldom strong enough to make him act; or who, when they are strong, is restrained by probable reasons why he should not act.

In thirty seconds select the five faces which are duplicates of five on page 85. Then turn back and verify your selections and grade yourself on page 50

The explosive-willed man, especially if he lacks depth in mental ability, is the fellow who is constantly talking but never saying very much that is of value, while the man with the obstructed will is the one of whom we say, "He is a hard man to stir up, but when you get him thoroughly aroused—look out!" The normal type is a balance between the two.

A Normal Will Shows Balance

The wills of all of us are explosive in some matters, and obstructed when we deal with questions that are perhaps not directly in our line. If we succeed in combining the two, judiciously, without allowing either one greatly to overbalance the other, we may class our will as being of the normal type.

Which type is best? It is a hard question to answer. The man with the normal will probably leads an average life—sane, not overpopular, not making many mistakes, never accomplishing miracles, reasonably satisfied with his successes. He who has an explosive will lacks keen perception and sound mental ability. He will never be a pronounced success. He depends too much on *bluff;* and bluff is frequently called. The man with an obstructed will combined with inferior mental ability is likely to be a failure. He is always a dependent. The man with an obstructed will, together with considerable

ability, avoids many of the mistakes that the explosive-willed person is bound to make, and if ever aroused sufficiently he will wield enormous power.

All of these types of men—the fiery, quick-acting; the slow, conservative; the placid, easy-going—are what they are because of habit. And if you do not use will power and control habit it is certain that habit will control you. It is easy to form habits, either good or bad; and it is very hard to break or change them. Our habits need appraisal occasionally lest we unconsciously become slaves to some of them.

Five Traits of Action

Let us now look at the traits that are dependent on habit and will power, and that are characteristic of the man of action. There are five that are essential to a genuinely successful business career:

Reliability.
Energy.
Persistence.
Initiative.
Self-control.

There is no trait of character more vital to success than *reliability*. It is a big trait for it includes a number of important habits. Ten have been selected as covering, fairly well, all actions in business. A man may be

reliable in any one or more of these ten characteristics, but he must be reliable in *all* if his acts are to be depended upon.

You will need to exercise strict impartiality with yourself in answering the questions under all the traits of action. You may not know yourself as others know you, but you are sufficiently well acquainted with your own habits of action to rate yourself with fair accuracy. Most of the questions can be answered with little thought, others will require more careful deliberation. You will give yourself the maximum rating on a few questions and next to nothing on others. Merely be just to yourself.

Test of Reliability

The maximum credit allowed on each of these questions is 10 per cent. Grade yourself from that down to 2 or 3 per cent as you think you deserve.

1. Are you always *punctual?* Do you keep all appointments exactly on time, except when hindered by causes over which you have no control? Are you always at your work promptly, or a little before the hour designated?

Rating on No. 1..... —%

2. Are you always *accurate?* Do you seek to get all the facts about a matter before making statements concerning it? Are you ever satisfied to be only partly accurate in your work if you can "get by" with it?

Rating on No. 2..... —%

3. Are you always *truthful?* Do you seek to state the exact facts at all times and under all conditions?

Rating on No. 3..... —%

4. Are you absolutely *honest?* Do you always give full measure, whether yards or bushels or pounds? Do you give to your employer all of your ability? Have you rated yourself in every test so far given in this Unit without swerving a hair's breadth from what you conceive to be the truth? Are you always thoroughly honest with *yourself* in facing facts?

Rating on No. 4..... —%

5. Are you *thorough?* Are you satisfied to say of a job or task, "That's good enough," when you might have done it better? Or are you content only when you have done anything as well as it can be done?

Rating on No. 5..... —%

6. Are you *prudent?* Do you look into a thing carefully before going into it? Do you look out for the future? Do you carry insurance on your life and personal property? Are you saving money?

Rating on No. 6..... —%

7. Are you *temperate?* Do you eat more than you need? Are you dependent on tea or coffee or intoxicants for stimulation?

Rating on No. 7..... —%

8. Are you *systematic?* Are your tools, desk, office, shop, kept in first-rate order, with a place for everything and everything in its place? Do you keep your clothes in order and your bureau and chiffonier drawers well-arranged? Can you be depended upon as to regularity at work?

Rating on No. 8..... —%

9. Are you *frugal?* Do you waste material, when a little care would enable you to save? Do you seek to find how you may save money both for yourself and your concern? Are you saving of time and energy and money?

Rating on No. 9..... —%

10. Are you *faithful?* Can you be depended upon in all cases? When you have undertaken a task, do you stick to it to the end. Are you faithful to home, friends and your business?

Rating on No. 10..... —%

Total Rating on Reliability..... —%

The second trait which determines action is *energy*. Perhaps one of the best examples of a man of energy was Theodore Roosevelt. An energetic man keeps busy. But he does not merely keep busy; he gets things done. He does not work today and loaf tomorrow, he works all the time. Even his play is of the strenuous kind. Laziness and idleness are unknown to the man of energy.

Energy Is Work Power

Test of Energy

Credit a maximum of 20 per cent on each question if you can answer "perfect." Make the credit less as your conscience dictates.

1. Do you waste time by dawdling over your work, or do you hustle things along?

Rating on No. 1..... —%

2. In your social organizations, or church, or club, do you help do the work, or do you sit back and let others do it?

Rating on No. 2..... —%

3. On Saturday afternoons, if you have a half-holiday, do you as a rule spend it in idleness, or do you work around the house, or busy yourself at something useful, or put in an afternoon at some active sport?

Rating on No. 3..... ——%

4. When you go away on your vacation in the summer, do you spend most of your time taking things easy—smoking, reading, idling; or do you fish, row, tramp and engage in other forms of exercise or sport?

Rating on No. 4..... ——%

5. Do your fellow-employees consider you a great worker or a time-killer? Or are you halfway between the two? Do you consider yourself a hard, steady worker?

Rating on No. 5..... ——%

Total Rating on Energy..... ——%

Persistence Is Staying Power

The third trait of action, *persistence,* is sometimes quite accurately called "stick-to-itiveness." It is not the same as physical endurance. The word persistence itself carries its own definition, "to stand by." The persistent man is like a postage stamp; he sticks to the end. Luther Burbank experimented for more than seven years to change the habits of cactus plants and grow them without spines. Edison spent five years and a million dollars on one detail of his storage battery. How is your persistence?

TEST OF PERSISTENCE

Credit yourself from 0 to 25 per cent, as your judgment may decide, on each of these four tests:

1. Is it your habit to complete all that you begin in your daily occupation, and do you work overtime of your own free will in order to finish up the job if necessary?

Rating on No. 1..... —%

2. Is it your habit to finish whatever you undertake at home, or do you sometimes get sick of the thing begun and throw it overboard?

Rating on No. 2..... —%

3. When you have fixed your desire on something and have tried to get it but failed, do you quit or do you persist until you get it or until you find out that it is utterly impossible for you to have it?

Rating on No. 3..... —%

4. If you answer all the questions in this Unit, and mail the problem, come back to this test and mark yourself 25 per cent. Make it less if you fail at any point to do all that is prescribed.

Rating on No. 4..... —%

Total Rating on Persistence..... —%

The fourth trait of action is *initiative*. It is that power of man which *starts* things. The man of initiative sees what ought to be done and usually goes ahead and does it, even when advisers say, "It can't be done." Initiative differs from energy, in that energy may be expended only in following directions.

Initiative Is Starting Power

All great business men have displayed marked initiative. They did things that were new or else did old things in a new way. This trait is absolutely essential if you are going far up in business. Anybody can be a follower; it takes initiative to be a leader.

Test of Initiative

1. Have you ever been the chief promoter of anything—running an entertainment, baseball club, or anything else? Credit yourself from 0 to 25 per cent, as you may determine is just.

Rating on No. 1..... ——

2. Have you ever suggested anything *new* that might be done in your business? If you did it once, credit yourself 5 per cent; if two or three times, credit 10 to 15 per cent; if many times, 15 to 25 per cent.

Rating on No. 2..... ——

3. Have you ever devised or invented anything? This refers not merely to mechanical contrivances, but to all kinds of new schemes or useful ideas. Credit yourself from 0 to 25 per cent, according to the value and number of the inventions.

Rating on No. 3..... ——

4. Do you assume any responsibilities in business other than those which are thrust upon you? Mark yourself from 0 to 25 per cent, according to the initiative displayed in successfully accepting responsibility.

Rating on No. 4..... ——

Total Rating on Initiative..... ——

The last of the traits of will and habit is *self-control.* All of the others which you have been examining in this chapter lose much of their strength if self-control is weak. If a man cannot control his mental and emotional powers he is not reliable. He will be energetic one day and lazy the next; confident at one time and fearful at another; persistent sometimes and uncertain at others. Temper gets the best of the man who lacks self-control. It spoils his work and causes friction with his associates. Self-control is the basis of courtesy and good manners. It enables us to meet boorish, uncivil, discourteous people and win their good will.

Self-control Is Regulating Power

Self-control in our dealings with others is only self-respect in action. Refusing to submit to gross humiliation, keeping out of shady deals, shunning bad business practises, taking no part in filthy conversation, these all call for self-control at times. But the man who has high regard for his own character is not likely to yield to those temptations. Self-respect also holds us toward the finer purposes of life and the achievement of success in order that the wife and children may not suffer, but may enjoy as much of the good things of the world as we can give them legitimately and honestly.

Self-control is easy for the cold-blooded individual—the non-emotional type; it is difficult for the hot-headed fiery man. Such a man *must* discipline himself. Self-control is a power that you may well strive to gain, if you lack it now even in part.

Test of Self-control

1. In the home, where we are apt to let little things annoy, do you control your temper and your tongue at all times and under all provocations? Mark yourself from 5 to 10 per cent, as you may deserve.

Rating on No. 1..... —

2. In your business, do you take orders from your superiors with even temper, no matter how much you may be tempted to talk back? Credit a maximum of 15 per cent.

Rating on No. 2..... —

3. When you are unjustly accused of word or deed, do you meet the situation calmly and confidently, or do you "go up in the air" and lose your temper and fight back? Credit a maximum of 10 per cent.

Rating on No. 3..... —

4. Are you always courteous and good-mannered to those who are uncivil and bad-tempered and find fault with you, or do you act toward them as they do to you? Credit from 0 to 15 per cent.

Rating on No. 4..... —

5. Do you control your sexual passions, or are you mastered by them? Maximum credit, 15 per cent.

Rating on No. 5..... —

6. Do you eat and drink anything you want, regardless of the harm that may result, or do you deliberately let those things alone which have proven hurtful or undesirable? Maximum credit, 10 per cent.

Rating on No. 6 ..... —%

7. When danger arises or any emergency do you keep your head, remain calm and collected, or do you lose the power to think and act intelligently and sanely? Credit a maximum of 15 per cent.

Rating on No. 7 ..... -%

8. Under irritating or embarrassing circumstances, either small or great, do you retain your poise and calm and think clearly, or do you become nervous and go to pieces? Credit a maximum of 10 per cent.

Rating on No. 8 ..... —-%

Total Rating on Self-control ..... —-%

VII

Interpreting Your Results

YOU have now completed this preliminary self-analysis and have obtained a score for each of the twenty traits listed. The next question is, "What do these scores mean?" We cannot tell, merely from a "percent" score on a given test, whether it is to be regarded as high, low, or medium. The percents used in the various tests are merely "raw scores," and vary with the difficulty of the test. If, for instance, on one test most people should score above 75%, then 75% would be a low score—one that almost anybody could make. But if only a very few could exceed 75%, then it would have to be considered a high score. So we must find some way of translating these "percents" into significant form.

Interpreting Your Scores

To get your results into usable form, first run back through the text and enter your rating on each trait, as you have calculated it, in the table headed SUMMARY OF RATINGS, immediately following this chapter—page 121. Then copy and mail in this tabulation on the sheet provided for that purpose, contained in the envelope marked "Rating No. 1" sent you under

separate cover. You will then receive "Report No. 1," which will give the interpretation of these twenty ratings. This interpretation will take the form of a list of twenty "Percentile Ranks," corresponding to the twenty scores you reported. These Percentile Ranks will enable you to tell at a glance whether any particular score is to be regarded as high, low, or medium.

Be sure not to confuse the term "percent" as used in the tests and on page 121, with "Percentile Rank." The former may be forgotten, once you have been given the corresponding Percentile Ranks. The latter is a way of comparing you with others who have taken these tests, and does not depend on their ease or difficulty. The Percentile Ranks to be sent you are based on the comparison of your own scores with those made by several hundred business and professional men who have recently taken these same tests. Your Percentile Rank on any test means simply *the percentage of such men whom you surpassed.* If, for example, you should have a P. R. (as it is commonly abbreviated) of 75 on "Enthusiasm," it means that your score on that rating exceeded the scores of 75% of the group described, and that the remaining 25% exceeded you. A P. R. of 50 means that your

Percentile Ranks

score falls just on the division line between the upper half and the lower half of the group, and could equally well be termed an "average" or "median" score. A. P. R. of 25 means that you surpassed the lowest one-fourth (25%), but were surpassed by three-fourths of the group. In general, any P. R. between 25 and 75 may be called "normal"; that is, a normal score is one which falls within the middle one-half of the group. With this information, you will be able to get a fairly accurate picture of your comparative standing on each of the twenty tests.

While comparative figures of this kind will give you a fairly clear idea of your own powers and character—much better than words alone could give you—a more vivid picture can be obtained by expressing these figures in a graph or chart. Business men generally prefer to have data presented to them in such a form that the main facts stand out at a glance. For this reason, *after* you receive Report No. 1, it is recommended that you transfer the Percentile Ranks therein given you to the "Personality Chart" on page 122. (Do not use for this purpose the "percents" obtained directly from the tests.) Proceed as follows:

Begin with your rating on Health. Suppose your Percentile Rank is reported to you as be-

ing 55 (i.e., a trifle above average). Place a dot in the square opposite Health, and under 55. Suppose your Percentile Rank on Appearance proves to be 67. Place a dot half-way between 65 and 70, opposite Appearance. After placing dots in their right squares opposite all the twenty traits, join the dots with an ink or pencil line. Then you will have before you your own Personality Chart, telling you at a glance your personality assets and liabilities, your high spots and your low spots.

Making a Picture Out of Figures

If this analysis and summary show you anything, it will surely convince you that your armor is not equally strong in every joint. You may have an exceptional brain, but a weak body; or vice-versa. You may be long on ambition, but short on energy. Or it may conceivably be that you are deficient in many traits and strong in only a few. Whatever the truth may be, your first duty is to face it.

As was pointed out in the first chapter, business today calls for all-around men, not for lopsided men. Unusual development along one line can never make up for unusual weakness in another line. No man in business, however brilliant his attainments, can afford to remain permanently below a fairly high standard in even a single one of the twenty essential traits.

Unusual ability along any one line, of

course, is by no means to be slighted or left undeveloped. The point we want here to drive home is this:

Exceptional talent, to be effective in business, must rest upon a solid foundation of general strength of body, mind, and character.

How, then, to strengthen the traits in which you fall below your own standards? That is the important question before you. To strengthen the weak points is not by any means inconsistent, however, with further developing your points of strength. All-round broadening and growth is every business man's legitimate aim. It is not an aim to be achieved merely by wishing and waiting, but solely by conscious effort directed along definite lines—directed toward realizing your own maximum of personality and achievement.

All-round Development

In all your self-analysis, one factor has been left unmeasured—your capacity to grow. You can put down in black and white your present status, but not your future. In you, as in every man, there are undeveloped powers which might carry you forward to heights that now look impossible. In most men these powers remain always dormant. In others they are deliberately cultivated day by day until these men stand head and shoulders above their

former companions. It is literally true that your future is largely in your own hands.

In succeeding Units you will come face to face with a practical treatment of the question of how best to develop yourself in respect to Physique, Mental Ability, Knowledge, Expression Ability, Disposition and Action. In later Ratings you will come to have a more accurate, as well as a more diversified, understanding of the ins and outs of your makeup. You will study the Units and the Reports which will be sent you in the light of your own attainments and needs, and will look with searching eagerness for the means of building and strengthening yourself to the utmost.

Check the five signatures below that are imitations of the one you have just examined. After checking them compare with the original on page 80.

1 R. F. Davis

2 R. F. Davis

3 R. F. Davis

4 R. F. Davis

5 R. F. Davis

6 R. F. Davis

7 R. F. Davis

8 R. F. Davis

9 R. F. Davis

10 R. F. Davis

SUMMARY OF RATINGS

I—Physique	1. Health	%
	2. Appearance	%
II—Mental Ability	3. Observation	%
	4. Concentration	%
	5. Memory	%
	6. Imagination	%
	7. Reasoning	%
III—Knowledge	8. Business Knowledge	%
	9. General Knowledge	%
	10. Knowledge of Expression	%
IV—Disposition	11. Ambition	%
	12. Confidence	%
	13. Loyalty	%
	14. Enthusiasm	%
	15. Cheerfulness	%
V—Action	16. Reliability	%
	17. Energy	%
	18. Persistence	%
	19. Initiative	%
	20. Self-control	%

		PER CENT	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
PHYSIQUE	Health																					
	Appearance																					
MENTAL ABILITY	Observation																					
	Concentration																					
	Memory																					
	Imagination																					
	Reason																					
KNOWLEDGE	Business																					
	General																					
	Expression																					
DISPOSITION	Ambition																					
	Confidence																					
	Loyalty																					
	Enthusiasm																					
	Cheerfulness																					
ACTION	Reliability																					
	Energy																					
	Persistence																					
	Initiative																					
	Self Control																					

KEY TO TESTS

Key to Tests

OBSERVATION

QUESTION 1. What is wrong with the pictures on pages 66 and 67?

No. 1. The shadows extend *toward* the sun.
No. 2. The flag and smoke are blown in *opposite* directions.
No. 3. On the calendar, the initials of the days of the week are not in regular order.
No. 4. The boys are coasting *up* hill, as is indicated by the scarf blowing behind the boy. It would be incorrect to say that the sled is going down hill backward.
No. 5. The wagon tongue and trace are missing. Give yourself the full credit of 5 per cent if you have noted either one of these missing elements.

It is of very great value to you to be able to take in details at a glance. Our judgments would be more accurate and reliable if we would always get our facts exactly right. Those pictures test your power of discerning quickly when things are out of place or lacking any essential part. That ability is essential in any one who aspires to a position of responsibility.

QUESTION 3. The signatures, on page 120, which are duplicates of the one on page 80 are numbers 2, 4, 6, 7, 10.

QUESTION 4. The photographs on page 101, numbered 13, 15, 16, 17, 19, are duplicates of numbers 2, 4, 5, 7, 8 on page 85.

OBSERVATION

QUESTION 2. Paragraph with errors on page 49.

Here is the paragraph with the errors marked; compare your markings with it, then grade yourself.

> "We must turn noshort cornrs in comercial Trans/actions. Evry scrap of paper' must stanb the acid test of integrity/ We mus/do bushes/with a six/teen-ounce pound an/a thrty-six-inch yard stich. Thre must be no/ substtute of grads."

Here is the correct paragraph:

> "We must turn no short corners in commercial transactions. Every 'scrap of paper' must stand the acid test of integrity. We must do business with a sixteen-ounce pound and a thirty-six-inch yardstick. There must be no substitute of grades."

MEMORY

QUESTION 3. Number of ideas in paragraph on page 58.

Here is the paragraph, divided so as to show twenty distinct ideas. Compare those you have written down with this divided paragraph and grade yourself as directed in the test.

> New York, / September 5th. / A fire / last night / burned / three houses / in Water street. / It took some time / to put it out. / The loss / was $50,000, / and 17 families / lost their homes. / In saving / a girl / who was asleep / in a bed, / a fireman / was burned / on the hands. /

CONCENTRATION

QUESTION 1. There are forty-nine dots on page 52.

If you count that number within the time limit, credit yourself 25 per cent. Deduct, from the maximum credit allowed, 2 per cent for each dot that you missed or for each dot counted above forty-nine. This tests your ability to look steadily at a small group of figures or designs and separate the group into its parts, and hold them separate, while thinking toward a given result.

QUESTION 3. Marking out the A's on page 55.

There are 100 A's. If you crossed out the 100 and did it in 90 seconds or less, credit yourself 25 per cent. Deduct 1 per cent for each A that you missed and 2 per cent for every other letter you marked out erroneously. If your time was longer than 90 seconds, deduct 1 per cent for each five seconds overtime.

REASONING

QUESTION 3. Right arrangement of proverbs on page 65.

The numbers of the proverbs in the right-hand list should be placed in the parentheses on the left in the following order, beginning, of course, at the top:

(4) (6) (2) (7) (8) (3) (1) (9) (11) (5) (10)

CONCENTRATION

QUESTION 2. Directions for grading the additions on pages 53 and 54.

The correct sum of the first column of figures is 4,314,862. The correct sum of the second column of figures is 5,211,319.

Maximum credit allowed, 50 per cent.

To determine your rating, multiply the *time* taken for adding the first column by 80 and divide the product by the time for completing the second addition and marking out letters. The answer is your percentage rating, provided your additions are correct. If your answer to first column is wrong, deduct 5 per cent. If answer to second addition is wrong, deduct 3 per cent.

For example: Suppose you add the first column in 95 seconds and complete the second part in 183 seconds, your formula would be this:

$$\frac{95 \times 80}{183} = \frac{7600}{183} = 41\% = \text{your rating.}$$

But if your addition of the first figures was wrong, you would deduct 5 per cent, making your rating 36 per cent. If you also made a mistake in adding the second figures, you would deduct 3 per cent more, leaving your final rating 33 per cent.

Your Total Rating on Concentration (see p. 55) is the sum of your ratings on questions 1, 2 and 3.

Concentration is difficult for the man who has not acquired the habit. Methods for developing it will be given in Unit III. The purpose of the above test is to bring out your ability to give adequate attention to one task requiring thought, while interrupted by another, also demanding thought.

REASONING

QUESTION 1. Fifty words given on page 63, after which you have written their opposites.

Here is a list of the words and their opposites. Words having the same meaning as any of the opposites will be acceptable. For instance: the opposite of cheap is *dear* or *costly* and the opposite of open is *shut* or *closed*.

day	*night*	much	*little*
asleep	*awake*	near	*far*
absent	*present*	north	*south*
best	*worst*	open	*shut*
above	*below*	sharp	*dull*
big	*little*	something	*nothing*
push	*pull*	backwards	*forwards*
buy	*sell*	nowhere	*somewhere*
come	*go*	bad	*good*
cheap	*dear*	slow	*fast*
broad	*narrow*	short	*tall*
dead	*alive*	wet	*dry*
country	*city*	soft	*hard*
tall	*short*	black	*white*
love	*hate*	dark	*light*
here	*there*	add	*subtract*
less	*more*	true	*false*
mine	*thine*	poor	*rich*
hot	*cold*	well	*ill*
dirty	*clean*	sorry	*glad*
heavy	*light*	full	*empty*
late	*early*	peace	*war*
first	*last*	few	*many*
left	*right*	teacher	*pupil*
morning	*evening*	enemy	*friend*

REASONING

QUESTION 2. Reasons why New York has become a larger city than Boston—page 64.

You should have a plus (+) sign before numbers 3, 6, 8, 10, and a minus (−) sign before numbers 1, 2, 4, 5, 7, 9.

Bear in mind that this is a question in reasoning from cause to effect and you should be careful to distinguish between the two. Examine the statements closely, once more, and see how accurate your reasoning was.

1. The fact that New York is on an island is not a reason for its growth. That is very apparent.
2. The number of millionaires in a city is primarily a *result,* not a *cause,* of its prosperity and growth.
3. The Hudson River, however, has played a large part in the growth of New York, giving it splendid water connection with the up-state section via the Erie Canal, and with the Great Lakes traffic.
4. The size of New York hotels has not influenced its growth. They are *results* of its growth.
5. Of course, the population of New York is also the result of its growth and not the reason for it. Boston, at one time, had a larger population than New York.
6. The geographical position of New York in relation to the West and South gave it a great advantage over Boston.
7. This again is not a reason for, but a result of growth. Boston has elevated railroads also.

8 and 10. Self-evident reasons for New York's growth.

9. Is really a reason why Boston might have outgrown New York.

KNOWLEDGE

BUSINESS KNOWLEDGE. Definitions of the terms on page 73.

Your definitions or understanding of these terms need not have been as complete as is given here; but if, after reading these over, you find that you marked some plus when you did not fully understand the real meaning, go back and change your marks before grading yourself. It is very important that you become acquainted with general business terms and you will have an opportunity to do this throughout this Course.

1. First class; without a superior; of the highest grade.
2. Tangible and intangible property having value. Tangible property includes land, buildings, money, merchandise, etc. Intangible property includes patents, copyrights, good will, etc.
3. A person who adjusts the affairs of an insolvent debtor or receives benefit from or holds title to property while adjusting or administering it for others.
4. A person appointed to examine and verify financial accounts.
5. A tabular statement showing the financial condition of a business house—its assets and liabilities at a specified date.
6. Legally adjudged as being unable to meet financial obligations.
7. A negotiable receipt for goods delivered to a transportation company for shipment, showing point of shipment, destination, consignee and terms under which the goods are transported.
8. Notes, accepted drafts or other negotiable paper on hand among the assets of a person, firm or company.

9. In some cities a voluntary association of business men for the regulation and advancement of the commercial interests of the community; in other cities the term is used to designate an association formed to facilitate trading among the members in produce or securities.
10. In or with good faith.
11. A premium on a loan; something extra as an additional inducement.
12. A check on the face of which the cashier of a bank certifies, in writing, to the genuineness of the signature of the drawer, and that he has funds on deposit sufficient to meet it, the bank reserving the amount certified and regarding it as having been already paid and, therefore, unavailable for other use.
13. Stocks, bonds, notes or other property given in pledge as security for money borrowed.
14. An allowance or percentage to an agent for selling the goods of another, or for transacting any business for another; usually for buying or selling property or merchandise, collecting or investing money.
15. Law which is the embodiment of years of judicial decisions and immemorial usage, in distinction from the statute law.
16. A body of individuals organized under special provisions of law and chartered by the government to act as a single individual; in law a corporation is an "artificial person."
17. A clerk who keeps records relating to the cost of manufacturing goods.
18. Certified Public Accountant; a person whose qualifications to practise accounting, audit books of account and give business counsel have been passed upon and certified to by a board of examiners appointed under state law.

19. A person to whom a debt is owed; one who gives something of value in exchange for a promise to pay.
20. An amount deducted from the face value of an invoice or of a promissory note.
21. A division of profits to stockholders in a corporation; a pro-rate payment to the creditors of a bankrupt estate.
22. Errors and Omissions Excepted. This abbreviation is usually found on invoices in foreign trade, statements rendered to customers of stock brokers and other financial statements or quotations.
23. The difference between the selling price of incumbered property and the incumbrance or debt standing against it.
24. Goods sent out of a country.
25. Free on Board; used with reference to shipments by railroad or steamer as indicating that the shipper pays truckage and other expenses of delivering the goods up to a specified point, while the consignee pays all further transportation charges.
26. Any privilege conferred by a government upon individuals or business concerns, such as right to construct and run street railways; the right to vote conferred upon the individual by the state.
27. The intangible advantage or benefit which is acquired by an establishment beyond the value of the tangible property employed therein, in consequence of public patronage, position, reputation, organization and the like; friendly influence exerted with a view of transferring the custom of any shop or trade to a successor. The estimated money value of good will is often carried as an asset on the books of a business.

28. The pledging of any property, such as securities, accounts or land, as collateral for a loan.

29. A detailed list of goods bought showing date of purchase, the quality and the net price or charge which is sent by the seller to the purchaser.

30. I owe you; a form established by long usage as a valid acknowledgment of a debt.

31. A person or firm that buys goods from importers or manufacturers or wholesalers in order to sell them to other wholesalers or to retailers. The terms "jobber" and "wholesaler" are in many lines of business now used almost interchangeably.

32. Merchandise.

33. A note, draft, check or other paper representing value is negotiable when it may be endorsed and transferred to another party.

34. A right to buy or sell property at the call or demand of the buyer or seller, on such terms and conditions as may be specified; the privilege to do or not to do a certain act.

35. Expense of administration and other general expense, as distinguished from outgo for materials, labor and other items which are directly chargeable to producing or selling goods.

36. Equal to face value; applied to stocks, bonds, notes, foreign exchange, etc., as indicating that the market value is equal to the normal or face value.

37. A written instrument legally authorizing one person to transact specified business for another.

38. Shares of a corporation having preference in certain specified respects over common or ordinary shares.
39. A written promise by one person to pay another person a certain sum of money, either on demand or at a specified time.
40. A formal, legal notice issued by a notary public, stating that a certain note, check or draft has not been accepted or paid at maturity, and that its indorsers are held responsible for its payment.
41. Proximo; of the next month; used in giving dates.
42. The repayment of part of an amount paid for property, transportation, commissions, etc.; usually given with the understanding that it is to be regarded as confidential.
43. Planning and directing the journey which goods take to reach a destination; applied both to goods going through a factory, in process of manufacture, and to goods in process of transportation.
44. A transfer or agreement for transfer of property from one party to another for an agreed price.
45. Compensation paid or allowed for saving property from loss.
46. Able to pay one's debts.
47. Making a list and valuation of stock on hand; preparing an inventory.
48. An aid in money given to another for some business or political reason; especially one granted by the state.
49. A group of persons loosely organized for the purpose of carrying through some plan. Syndicates are customarily temporary organizations.
50. A document which proves the correctness of charges for money paid out, or of credit for values received.

KNOWLEDGE

Answers to the questions on page 76.

Your answers to these questions need not be as complete as the ones given here. For example: No. 9, pagoda, will probably bring into your mind a picture of a pagoda which you have seen in a book; that would constitute a sufficient answer to the question. If, however, after reading these answers, you find that you marked yourself plus on a question when your idea did not correspond with the correct answer, go back and change the plus to a minus.

1. The inventor of the system of wireless telegraphy which bears his name.
2. Lee surrendered to Grant at Appomattox in 1865.
3. Additional matter placed at the end of a book; the customary abbreviation for vermiform appendix of the cæcum.
4. A device for carrying air through or over liquid fuel, used in gasoline automobiles.
5. A seaport city in British India; capital of the province of Bombay.
6. Commander-in-chief of the French army at the beginning of the World War. He was later succeeded by Foch.
7. A member of the lowest rank of nobility in Europe.
8. Non-productive of offspring or fruit.
9. A sacred tower of a peculiar type common in certain Far Eastern countries.
10. A dull or commonplace statement.
11. Referring to a covenant of alliance between states.
12. A notable New England philosopher, poet and writer who died in 1882.
13. An English Prime Minister; died in 1881.
14. The force with which all bodies attract each other.
15. Nathaniel Hawthorne, a well-known American author; died in 1864.

16. The principle of non-intervention of European powers in American affairs and the prohibition of their further territorial expansion on the American continent; enunciated by President Monroe, December 2, 1823.
17. The revival of letters and of art which marks the transition from medieval to modern history, beginning in Italy in the 14th century.
18. A river of Mesopotamia, noted in history; ancient Nineveh lay along its banks.
19. Industrial Workers of the World, a labor organization which seeks to unite workers of all branches in one organization.
20. Any close chamber or pit in which grain or other food is preserved.
21. To deprive of productive or reproductive power.
22. The submission to the voters, for their ratification, of a public measure or law which has been passed by the legislature.
23. The science of improving the human race by mating only those who are physically and mentally fit.
24. Any schedule of charges; usually applied to import and export duties levied by a government.
25. According to legend it was the cup used by Jesus at the Last Supper.
26. The outer layer of cells that protects the true skin.
27. The unformed first state of the universe; any condition of utter disorder and confusion.
28. Having healing qualities.
29. To arrest or prevent fermentation.
30. A hill in Charlestown, Boston, Mass., at which occurred the battle between the colonists and the British, June 17, 1775.
31. A Roman emperor (37-68 A. D.) who was a tyrant and profligate.

32. A tribe of Asiatic origin that overran Europe in the 4th century, displaying great cruelty and barbarity; a name since then applied to those committing acts of cruelty and barbarity in war.

33. Discovered in 1895 by Prof. W. K. Roentgen at Wurzburg, Germany; called X-rays because their origin and properties were unknown; are generated through a high-frequency electrical coil and Crookes' tubes; by means of them it is possible to see the interior of the human body and photograph it; they have proved of value in the healing of some diseases.

34. The elements, oxygen and hydrogen, in the atmosphere and in water combine with the element, iron, causing oxidation and forming red oxide of iron, commonly called rust.

35. An instrument, consisting essentially of a solid wheel which, when rotated rapidly, may be inclined in any direction, like a spinning top; used now to stabilize monorail cars, aeroplanes and the mariner's compass.

36. The sound vibrations of the voice set in motion the thin diaphragm of the phonograph producer. A cutting stylus attached to the diaphragm records the sound vibrations on wax-like material in little hills and valleys. When the process is reversed, the needle falls and rises as it passes over the little hills and valleys, and the diaphragm is made to vibrate and send out the same sounds that were recorded on the wax and so reproduce the voice.

37. The Gulf Stream shoots across from Nova Scotia to England and saves that country from being a frozen land, although it is within the same latitude as Labrador, between 50 and 60 degrees.

38. About 24,900 miles.
39. William H. Seward, Secretary of State under Lincoln; from Russia, in 1867.
40. A coast city on the Aegean sea taken by Greece from Turkey as a result of the Balkan war in 1912.
41. The assassination of the heir to the Austrian throne, at Serajevo, in Bosnia.
42. Commerce unrestricted by tariffs or customs duties.
43. Three: Lincoln, Garfield and McKinley.
44. Eli Whitney, who died in 1825.
45. Socialism is a state of society based on collective or public ownership of the main instruments of wealth production, and on democratic management of the industries by the community for the benefit of its members. Anarchism is the philosophy of a social order based on liberty unrestricted by man-made laws.
46. Forty-eight.
47. France. Count Ferdinand de Lesseps, the builder of the Suez Canal, was the engineer in charge. Project failed in 1888 for lack of capital.
48. William Booth, an English minister who died in 1912.
49. A German musical composer who died in 1827.
50. France, Portugal, Switzerland, Austria, Germany, Russia, Poland, Czecho-Slovakia, Greece, Esthonia, Latvia, Lithuania, and Finland.